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via Regulatory Electronic Submission System (RESS)

May 22, 2024

Ms. Nancy Marconi, Registrar
Ontario Energy Board
PO Box 2319
2300 Yonge Street, 27th floor
Toronto, ON M4P 1E4

Dear Ms. Marconi:

Re: OEB File No. EB-2023-0195, Toronto Hydro-Electric System Limited ("Toronto Hydro")
2025-2029 Custom Rate Application for Electricity Distribution Rates and Charges –
Evidence Overview Presentation Exhibits KP1.1 and KP1.2

Please find enclosed with this letter Toronto Hydro's materials from the May 22nd Evidence Overview Presentation:

- Exhibit KP1.1 – Evidence Presentation Overview (including the Table of References)
- Exhibit KP1.2 – Evidence Presentation Look Book

Toronto Hydro identified a transposition error on slide 25 where the 2020-2024 Fleet and Equipment Services expenditures should read "$37" rather than "$85" and has corrected this in the above materials.

Sincerely,

Daliana Coban

Digitally signed by Daliana Coban
DN: cn=Daliana Coban, c=CA, email=dcoban@torontohydro.com
Date: 2024.05.22 16:52:15 -04'00'

Daliana Coban
Director, Regulatory Applications & Business Support
Toronto Hydro-Electric System Limited

Cc: Charles Keizer and Arlen Sternberg, Torys LLP; all intervenors

2025-2029 CUSTOM RATE APPLICATION OVERVIEW

May 22, 2024

EB-2023-0195

This record has been prepared by and under the supervision of Toronto Hydro's senior management team for the purposes of providing advice and recommendations to the institution. It contains sensitive commercial information, including material facts, material changes and/or pending policy decisions, regarding the institution that have not yet been put into operation or made public. Any unauthorized or premature disclosure of this information will prejudice Toronto Hydro's economic interests, financial interests, legal interests and competitive position. In addition, any such disclosure could give rise to a breach of law, including applicable securities laws. Any unauthorized disclosure is strictly prohibited.

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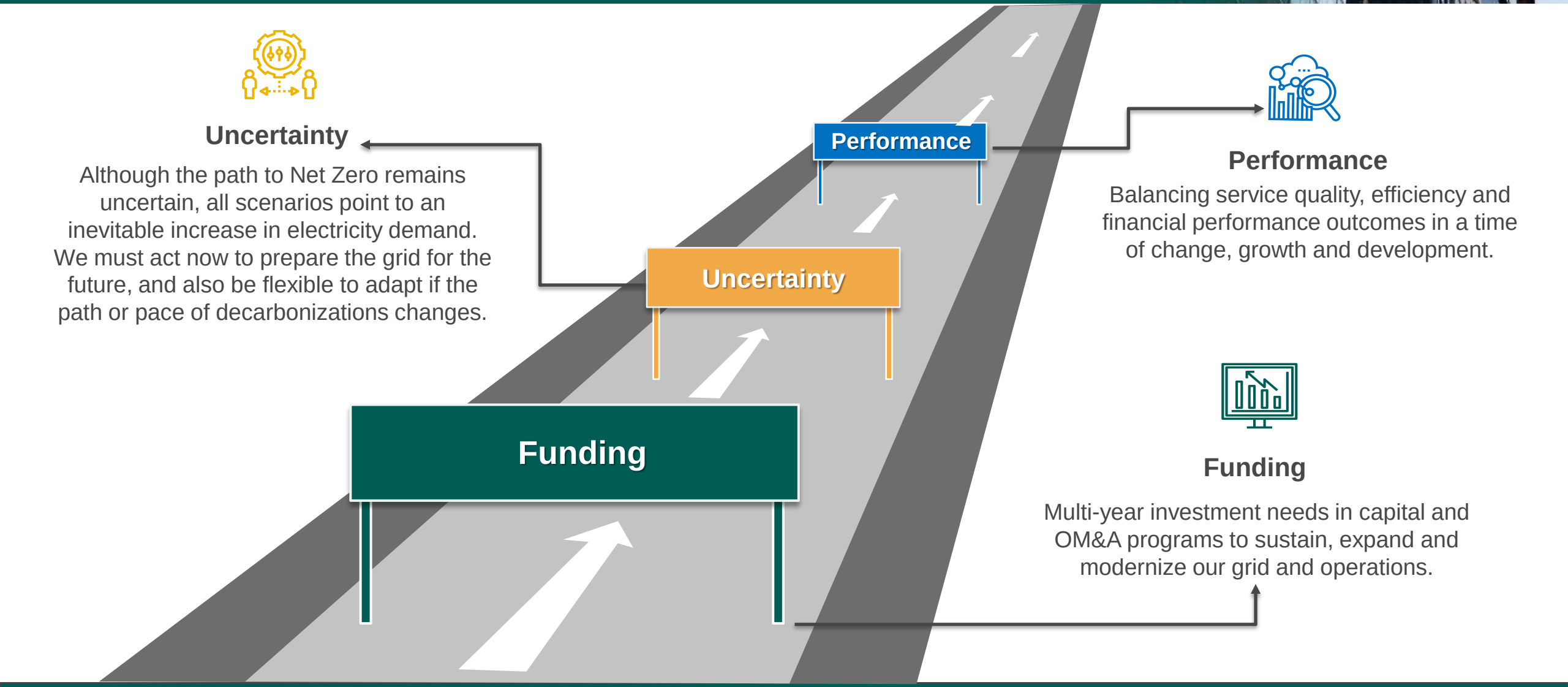
AGENDA

1. Custom Incentive Rate Framework
2. Distribution System Plan
3. Distribution Grid Operations
4. Customer Service & Experience

CUSTOM INCENTIVE RATE FRAMEWORK

REGULATORY EVOLUTION

KEY CHALLENGES



Uncertainty

Although the path to Net Zero remains uncertain, all scenarios point to an inevitable increase in electricity demand. We must act now to prepare the grid for the future, and also be flexible to adapt if the path or pace of decarbonizations changes.

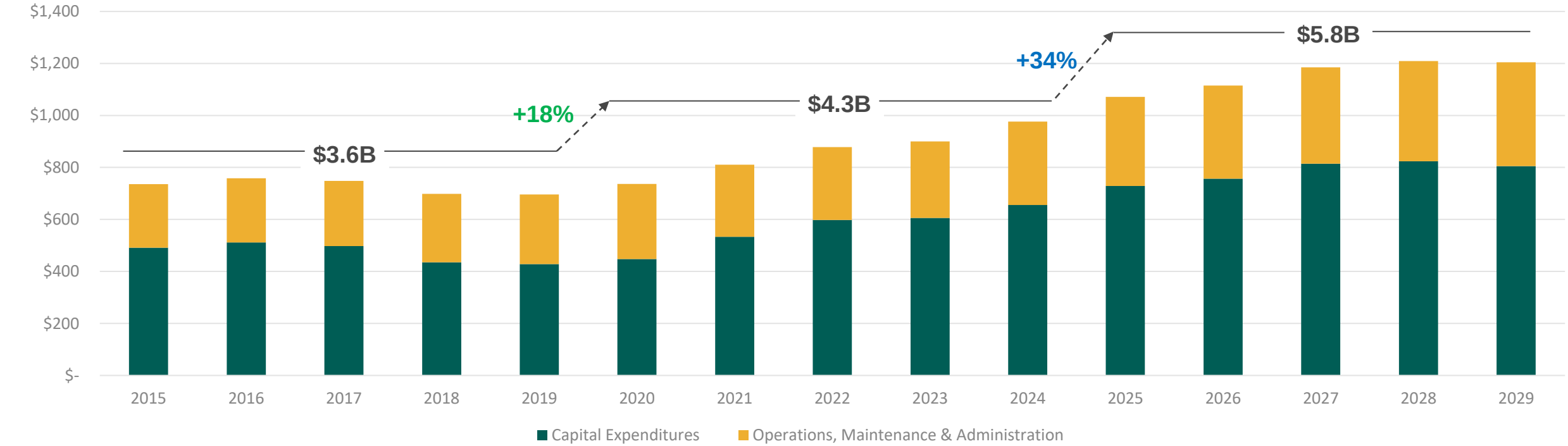
Performance

Balancing service quality, efficiency and financial performance outcomes in a time of change, growth and development.

Funding

Multi-year investment needs in capital and OM&A programs to sustain, expand and modernize our grid and operations.

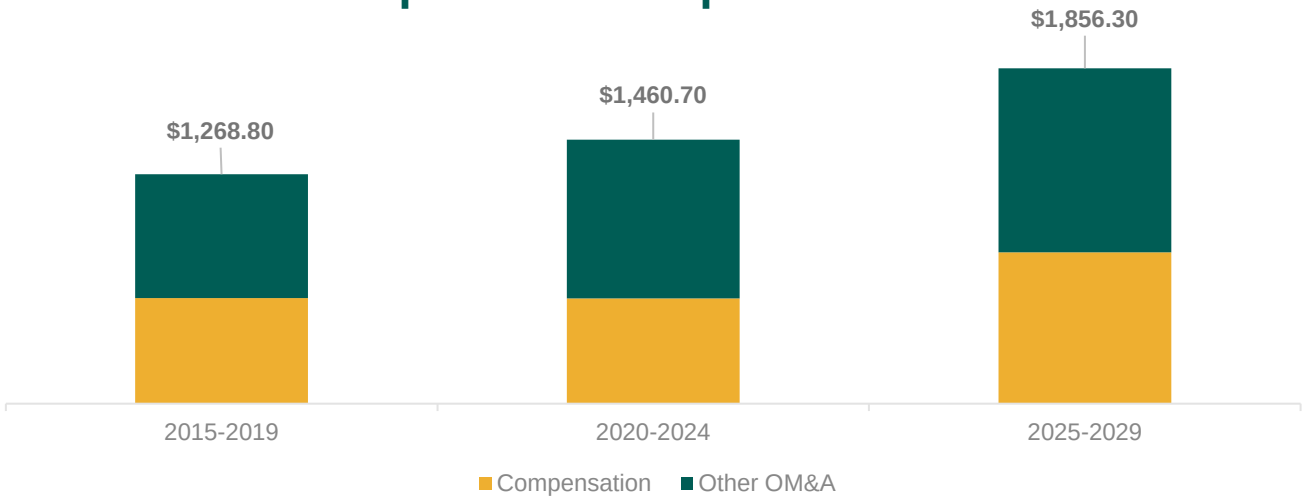
FUNDING CHALLENGE
INVESTMENT PLAN



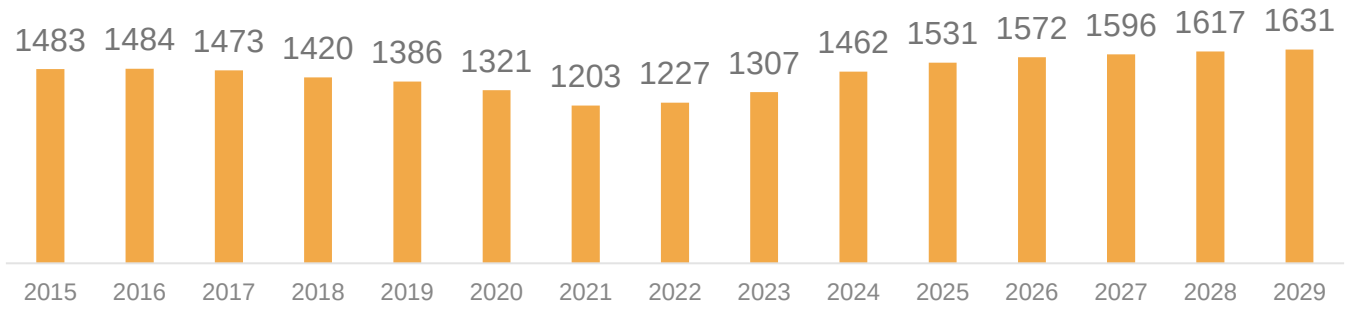
	2015-2019	2020-2024	2025-2029
OM&A	$1,272M	$1,461M	$1,856M
CAPEX	$2,364M	$2,841M	$3,929M
% OM&A	35%	34%	32%
% CAPEX	65%	66%	68%

FUNDING CHALLENGE
OPERATIONS & WORKFORCE

Operational Expenditures



Workforce Compliment (FTE)



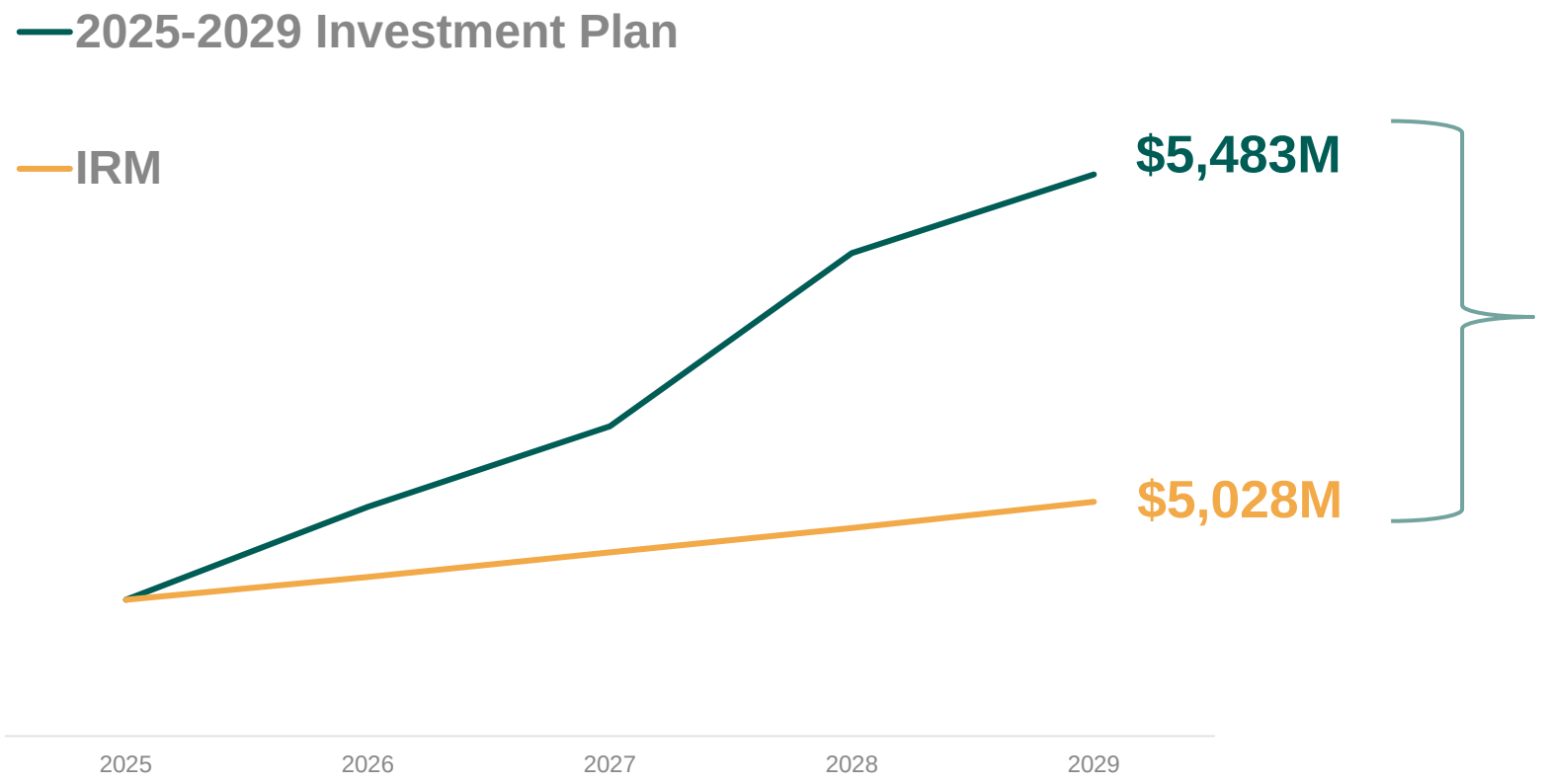
Workforce Benchmarking Ontario Peer Group

62% lower FTE per $1M capital expenditures

29% lower FTE per gWh served

26% lower FTE per circuit km

FUNDING NEEDS
CUSTOM INCENTIVE RATES



$455 Million = the revenue deficiency that gives rise to the need for a custom incentive rate-setting mechanism

Custom Revenue Cap Index (CRCI) = I – X + RGF

Custom incentive rates are necessary to deliver the 2025-2029 investment plan and achieve customer outcomes

FUNDING NEEDS
CUSTOM RATE FORMULA

$$CPCI = I - X + C_n - S_{cap} \times (I + X_{cap}) - g$$

Price Cap becomes **Revenue Cap**

Revenue cap escalates revenue requirement each year, which is then allocated to rates based on the five-year load and customer forecast

X proactively reduces revenue by **0.75%** with an opportunity to earn back 0.6% through a performance incentive mechanism (PIM).

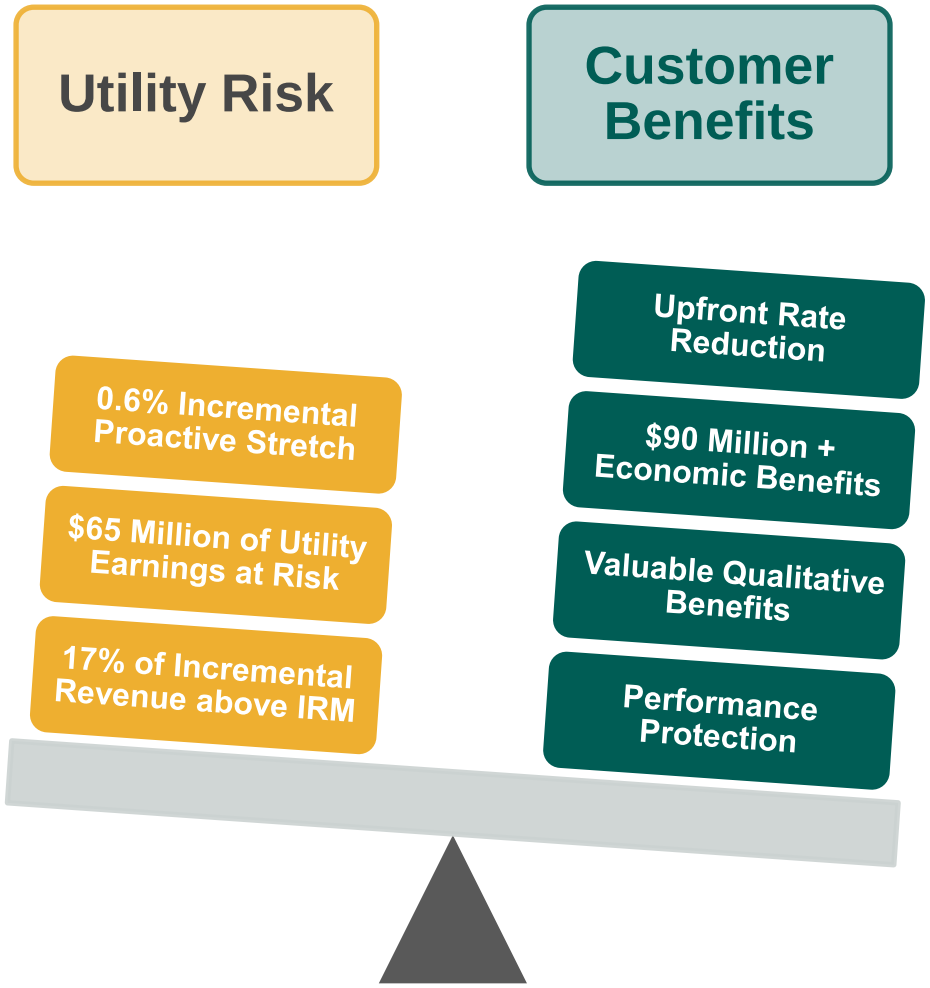
Cn is replaced by the **Revenue Growth Factor (RGF).** RGF is established based on year-over-year increases to base revenue requirement, less a forecast of the inflation factor so that the inflation factor can be applied annually to escalate base revenue.

Scap x I is no longer required as the Inflation factor now applies to the full base revenue requirement.

g is no longer required as the revenue cap allocates revenues to rates based on the five-year load and customer forecast

$$CRCI = I - X + RGF$$

PERFORMANCE RISK
INCENTIVE MECHANISM



Net Customer Benefit = $25M

Performance	Measures	Five-Year Target	Benefits
System Reliability & Resilience	Outage Duration	46.2 minutes	$32.5 million
	Outage Frequency	0.38 – 0.45	$6.5 - 21.6 million
	System Security Enhancements	100%	*Unquantifiable*
Customer Service & Experience	New Services Connected on Time	99%	$31.7 - 142.6 million
	Customer Satisfaction	Maintain	*Unquantifiable*
	Customer Escalations Resolution	98%	*Unquantifiable*
Environment, Safety and Governance	Total Recordable Injury Frequency (TRIF)	0.83	*Unquantifiable*
	Emissions Reductions.	2.5 kilo tonnes CO2	$0.2 million
	ISO Compliance and Certification	100% by 2029	*Unquantifiable*
Efficiency & Financial Performance	Efficiency Achievements	$6.9 million per year by 2029	$16.4 million
	Grid Automation Readiness	100% by 2029	*Unquantifiable*
	System Capacity (Non-Wires)	30 MW	$3.1 million

DEMAND UNCERTAINTY
FLEXIBILITY MECHANISM

Demand-Related Variance Account ("DRVA) consists of two symmetrical sub-accounts:

Expenditures: *Forecast vs. actual revenue requirement variances in demand related programs*

Customer Connections

Load Demand

DER Enablement (GPMC & ESS)

Station Expansion

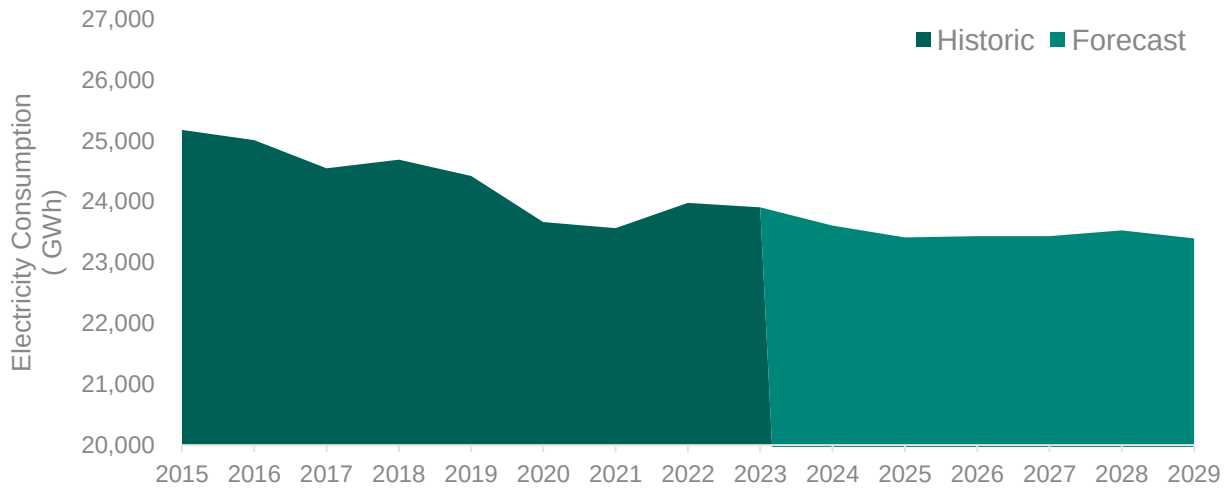
Externally-Initiated Plant Relocations & Expansion

Non-Wires Flexibility Services

Customer Operations (Connections & Key Accounts)

Capital Programs *OM&A Programs*

Revenue: *Forecasts vs. actual revenue variances due to billing determinants (i.e. customers/kVa/kWh)*



Protect ratepayers and the utility from structural unknowns related to forecasting costs and revenues associated with the impact of energy transition and other material growth drivers (e.g. Building Homes Faster)

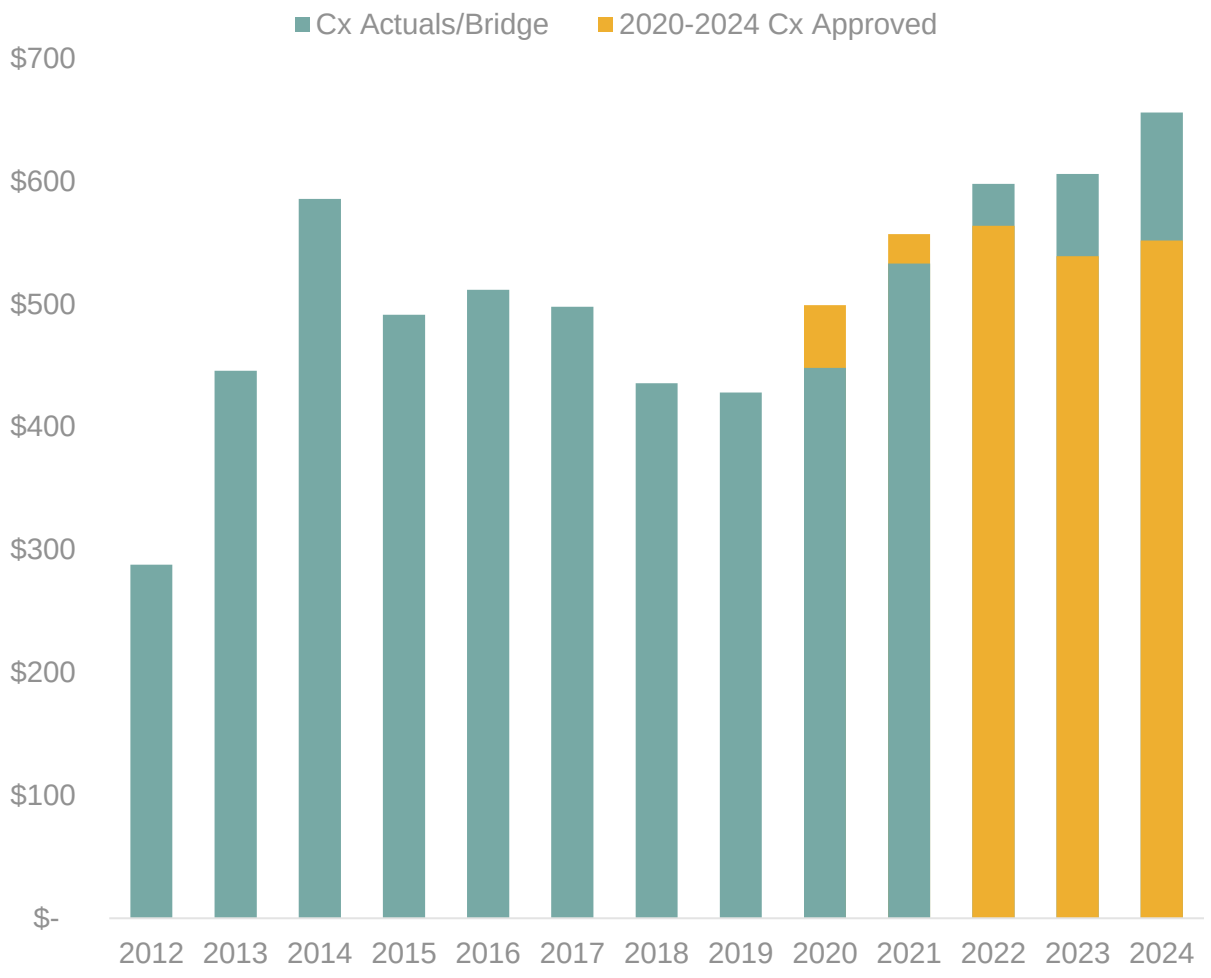
RATE IMPACTS
CUSTOMER ENGAGEMENT

Customer Rate Class	Rate Impacts Sub-Total A Average Monthly Increase		2018 Participation Numbers	2018 Social Permission	2023 Participation Numbers	2023 Social Permission	2018 vs. 2023 Participation Numbers	2018 vs. 2023 Social Permission
	$	%						
Residential	$3.41	7.0%	10,765	71%	32,187	80%	199%	+9%
Small Business	$9.86	7.3%	396	55%	695	77%	76%	+22%
Commercial & Industrial	$190.57	8.9%	202	73%	264	82%	31%	+9%
	$1636.31	9.2%						
Key Accounts	$8,729.29	9.4%	37	78%	52	96%	41%	+18%
Total Results			11,400	69%	33,198	84%	191%	+15%

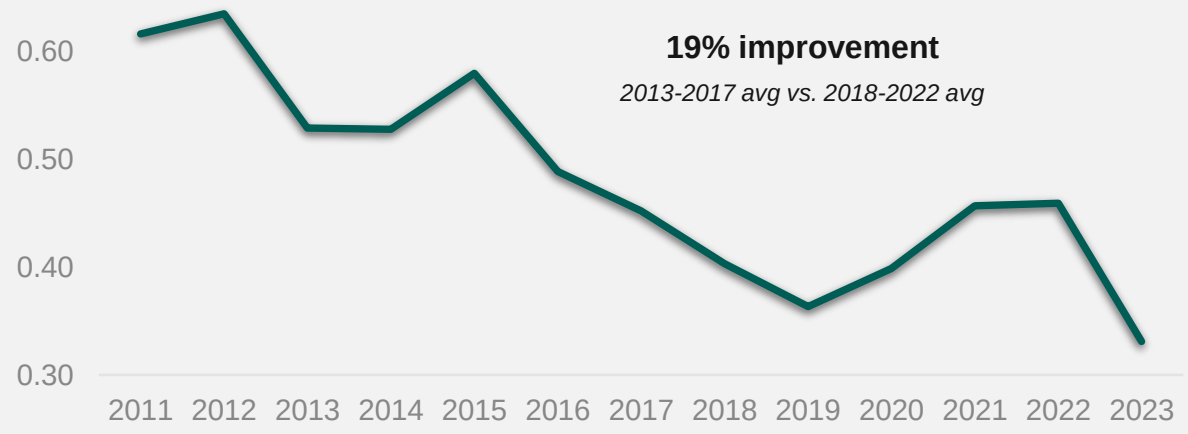
DISTRIBUTION SYSTEM PLAN

CAPITAL EXPENDITURES & HISTORICAL PERFORMANCE

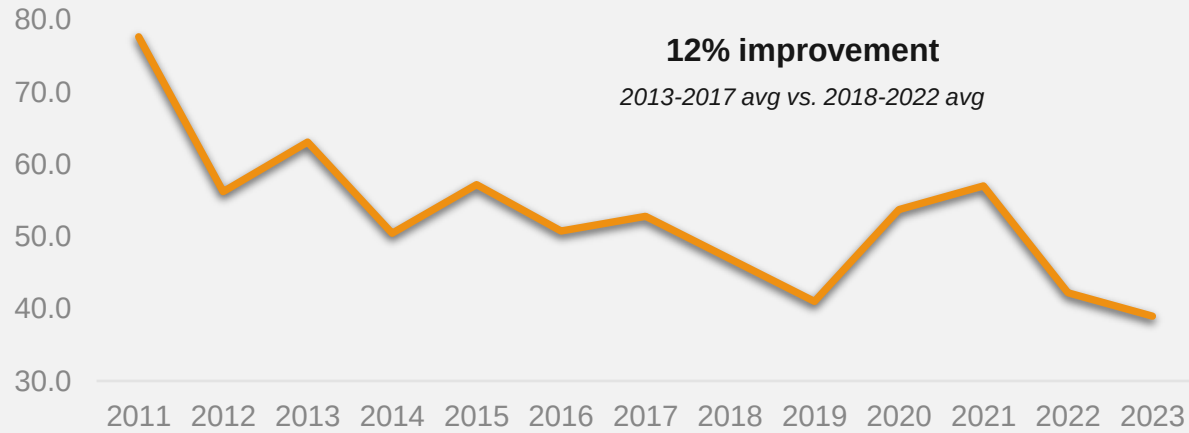
Capital Expenditures ($ Millions)



Outage Frequency: Defective Equipment (#)



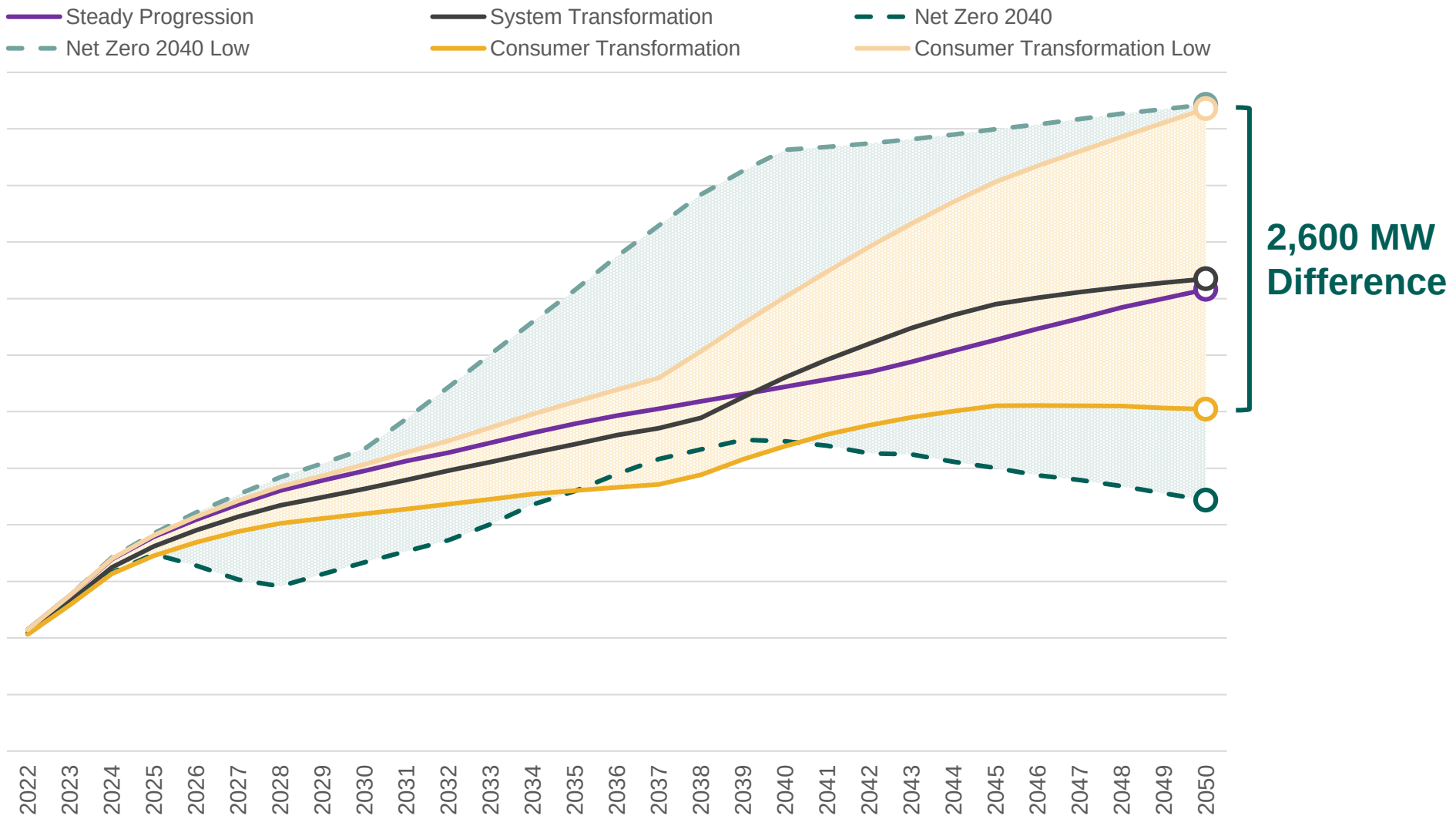
Outage Duration (mins)



PLANNING FOR
FUTURE UNCERTAINTY

Demand Drivers

- Residential Housing Stock
- Industrial & Commercial Floorspace
- **Decarbonized Heating**
- Battery Storage
- Distributed Generation
- Electric Vehicles
- **Energy Efficiency**



2025-2029 INVESTMENT PLAN

STRATEGIC FOCUS

Customer Needs and Priorities (Phase 1)

Price & Reliability

Top priorities. Despite a continued emphasis on price, reliability is becoming more important to low-volume customers.

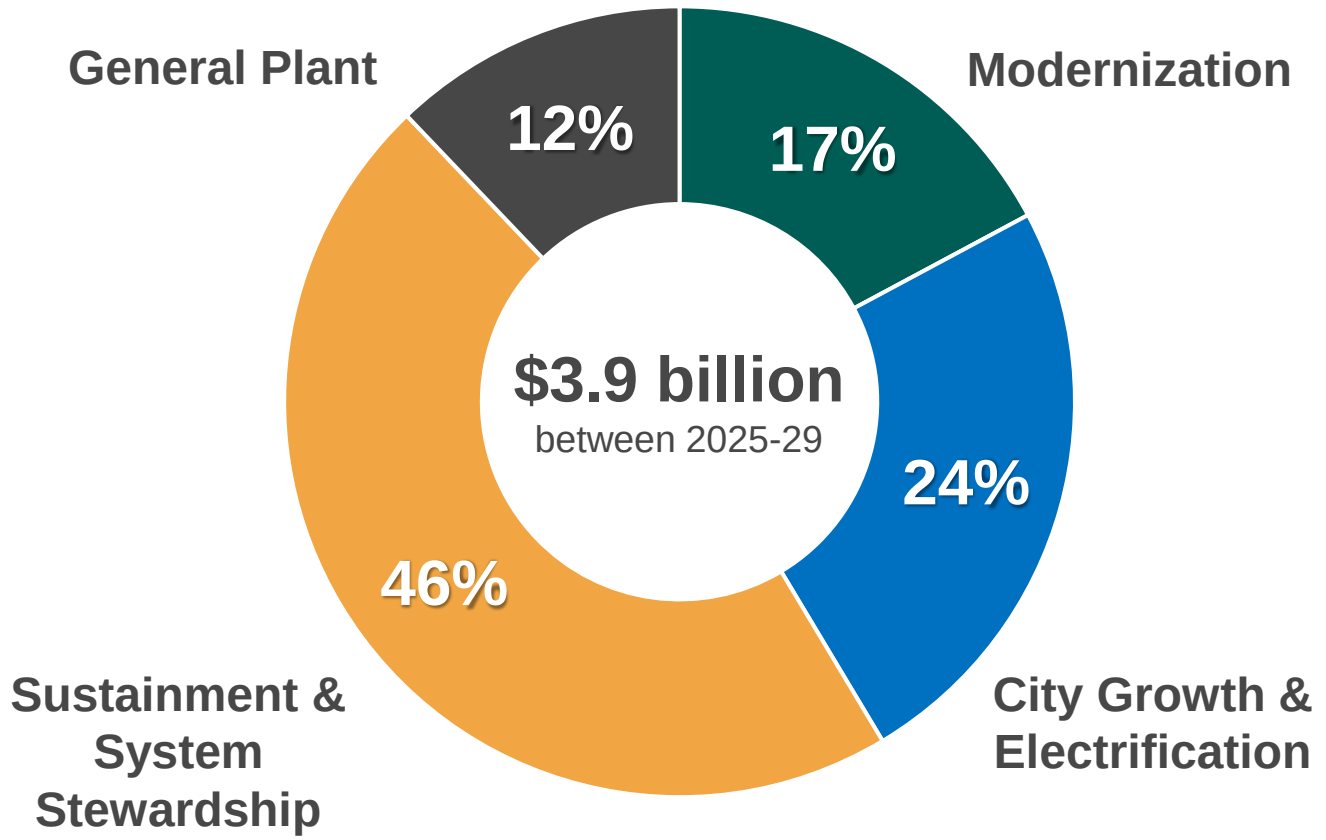
New Technology

Support for investments in new technology that will make the system better and reduce costs even if the benefits aren't immediate

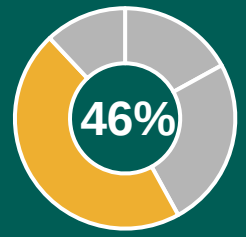
System Capacity

Support for investments in system capacity infrastructure to ensure customers in high growth areas do not experience a decrease in reliability.

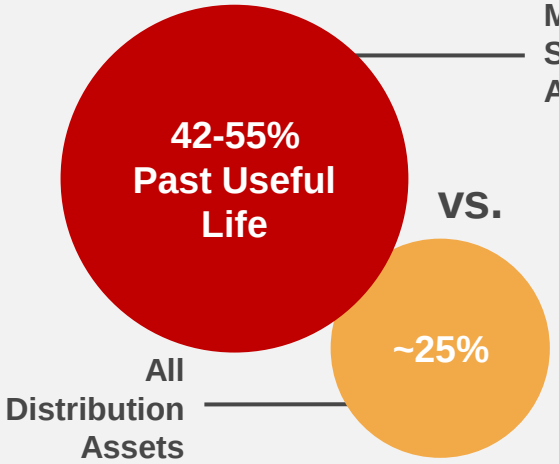
Investment Priorities



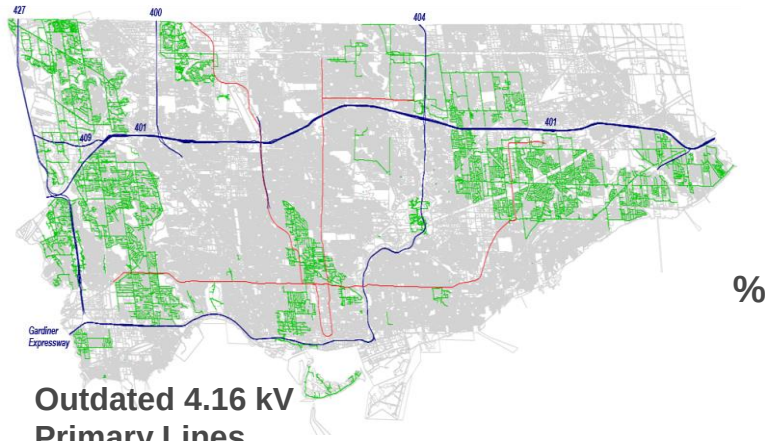
SUSTAINMENT
KEY ASSET TRENDS



Stations



Overhead System



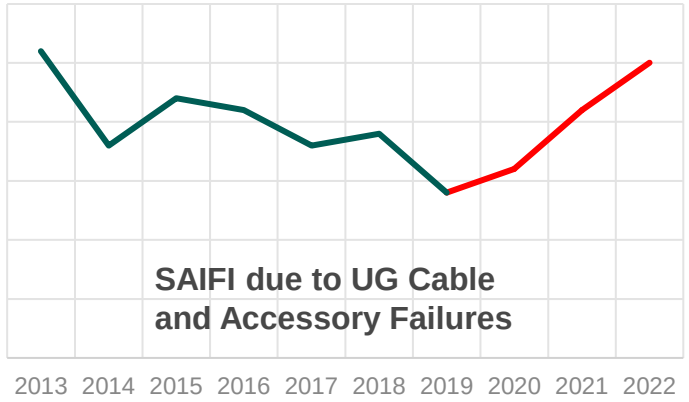
Outdated 4.16 kV Primary Lines

% Wood Poles in HI4/HI5 Condition

6% *2017*

9% *2022*

Underground System



Obsolete Cable Remaining

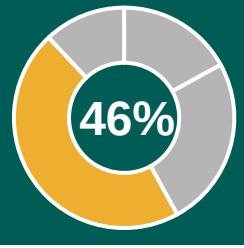
666 km of Direct-Buried XLPE Cable

985 km of Paper Insulated Lead Covered (PILC) Cable

Network System

30% of 1,900 Network Units are legacy “non-submersible” type

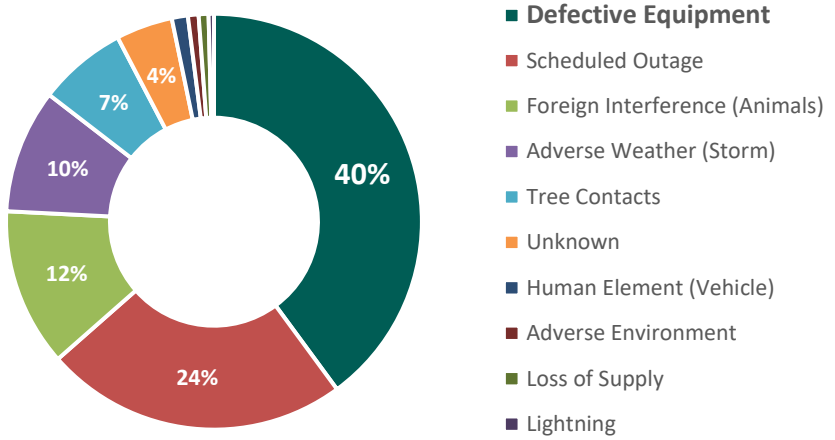
SUSTAINMENT
RENEWING INFRASTRUCTURE



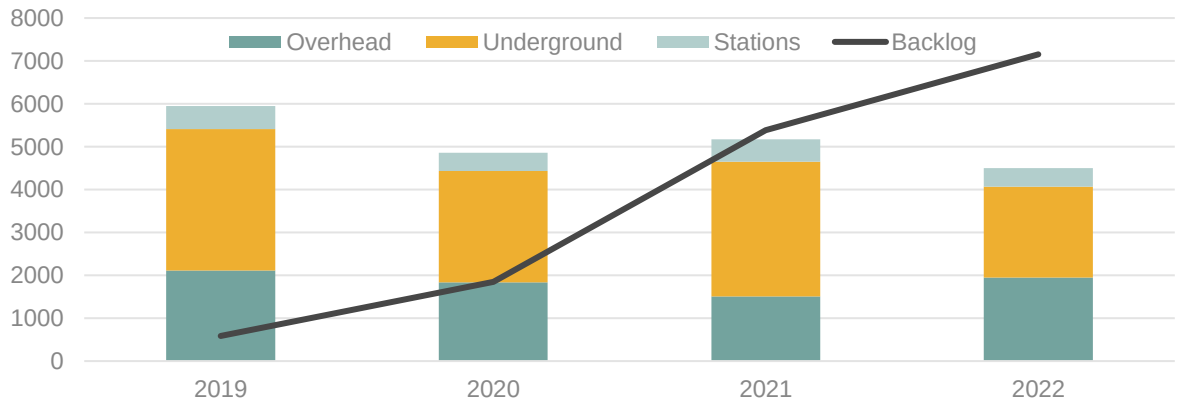
Program/Segment (Capital)	2020-24 ($M)	2025-29 ($M)
Area Conversions	$209	$236
Underground Renewal – Horseshoe	$363	$476
Underground Renewal – Downtown	$81	$165
Network System Renewal	$116	$123
Overhead Renewal	$224	$273
Stations Renewal	$125	$218
Reactive and Corrective Capital	$306	$328
Sustainment Capital	**$1,425**	**$1,821**

Program/Segment (Maintenance)	2020-24 ($M)	2025-29 ($M)
Preventative and Predictive Maintenance	$82	$112
Corrective Maintenance	$90	$109
Emergency Response	$122	$150
Distribution Maintenance & Emergency Response	**$294**	**$370**

Customer Outage Duration by Cause 2018-2022



Corrective Maintenance (Work Requests) Backlog



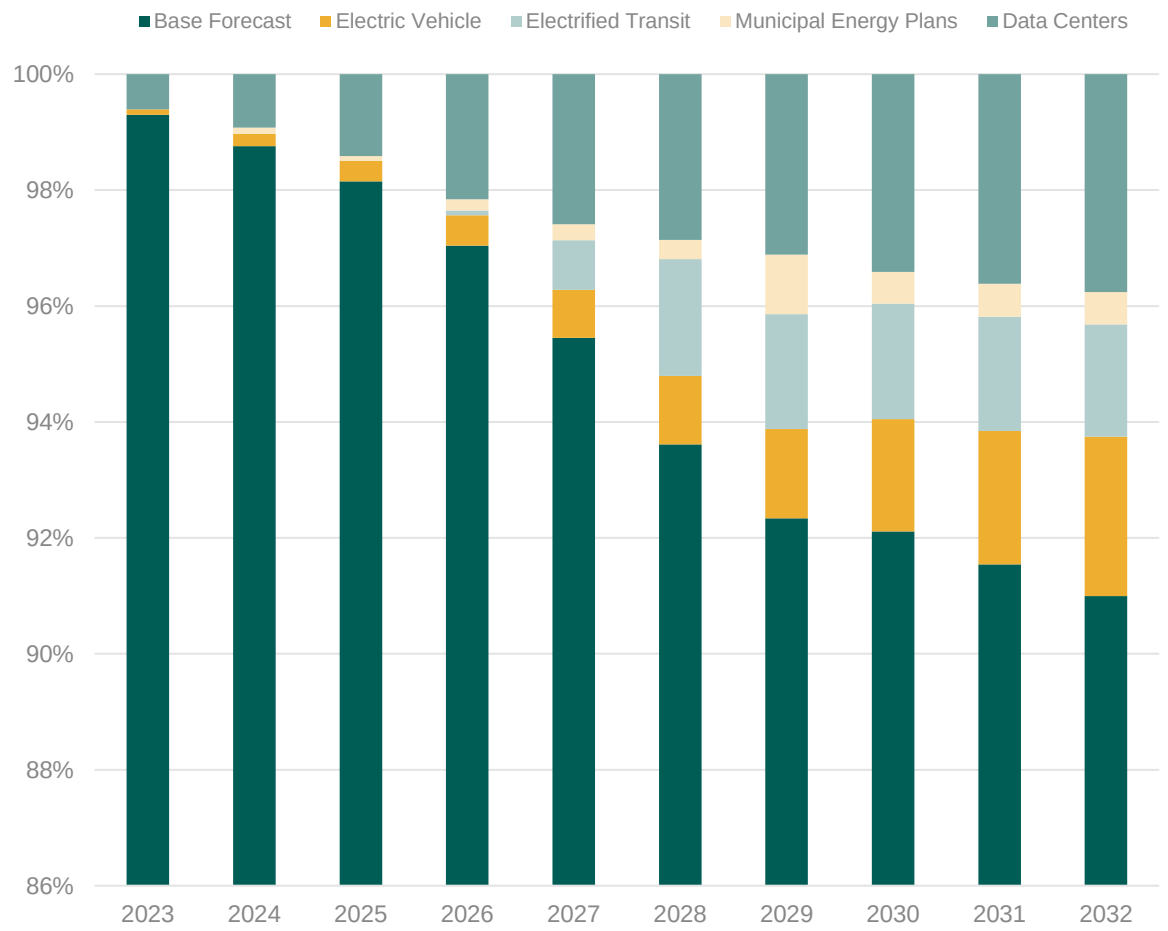
GROWTH & ELECTRIFICATION

PEAK DEMAND FORECAST & STATIONS EXPANSION

Demand Drivers

- Residential Housing Stock
- Industrial & Commercial Floorspace
- Electric Vehicles
- Electrified Transit
- Hyperscale data centers
- Municipal energy plans
- Energy Efficiency

Toronto Hydro System Peak Forecast by Driver



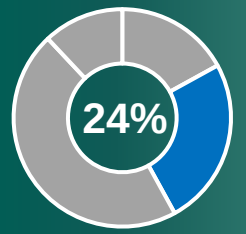
+14% Peak Demand

>+30% (YoY) Feeder Requests

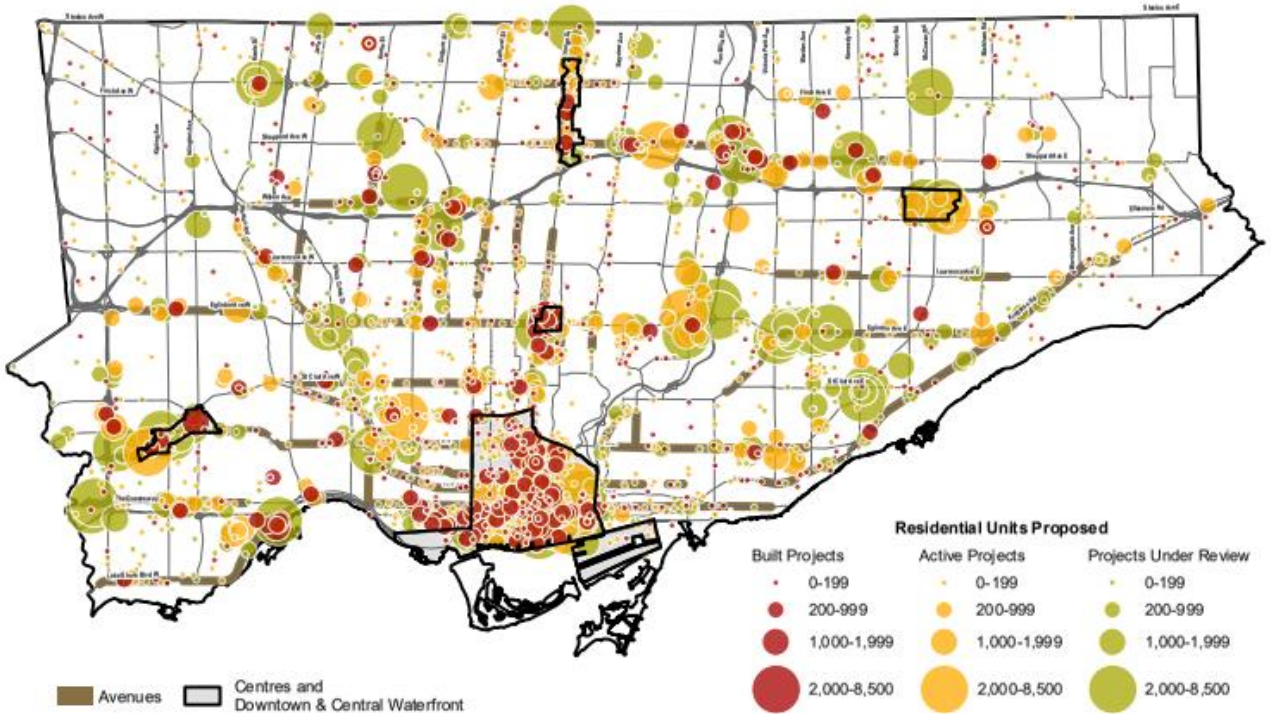
+27% Installed DER

Municipal Energy Plans	Total Expected Load (MW)
Downsview Area Secondary Plan	300-500 MW
Golden Mile Secondary Development Plan	280 MW
Portlands Area Redevelopment	80 MW

GROWTH & ELECTRIFICATION
CUSTOMER CONNECTIONS & LOAD DEMAND



City of Toronto Growth Centres

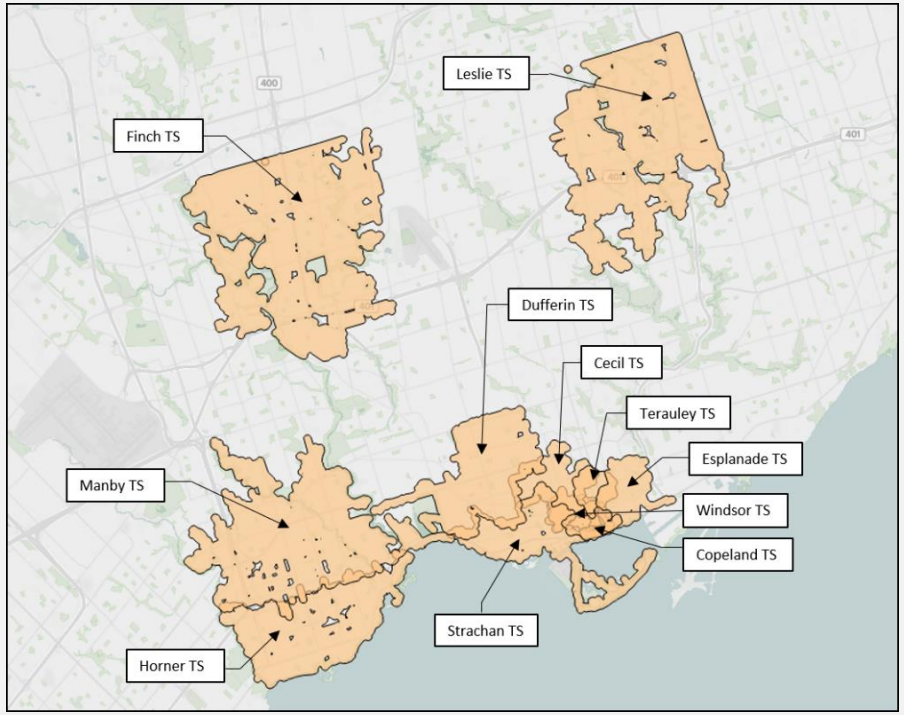


- Base load driven by growth in the city due to customer connections
- Focused areas of growth cause capacity strain on the localized level (e.g. transit corridors, emerging trends like EVs)
- The uncertainty of how load materializes introduces variability to the forecast

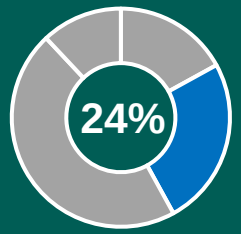
Load Demand

- Making optimal use of existing capacity
- Shifting loads to areas that require it
- Addressing the localized capacity strain due to Customer Connections

Stations Targeted for Relief during 2025-2029



GROWTH & ELECTRIFICATION
DISTRIBUTED ENERGY RESOURCES

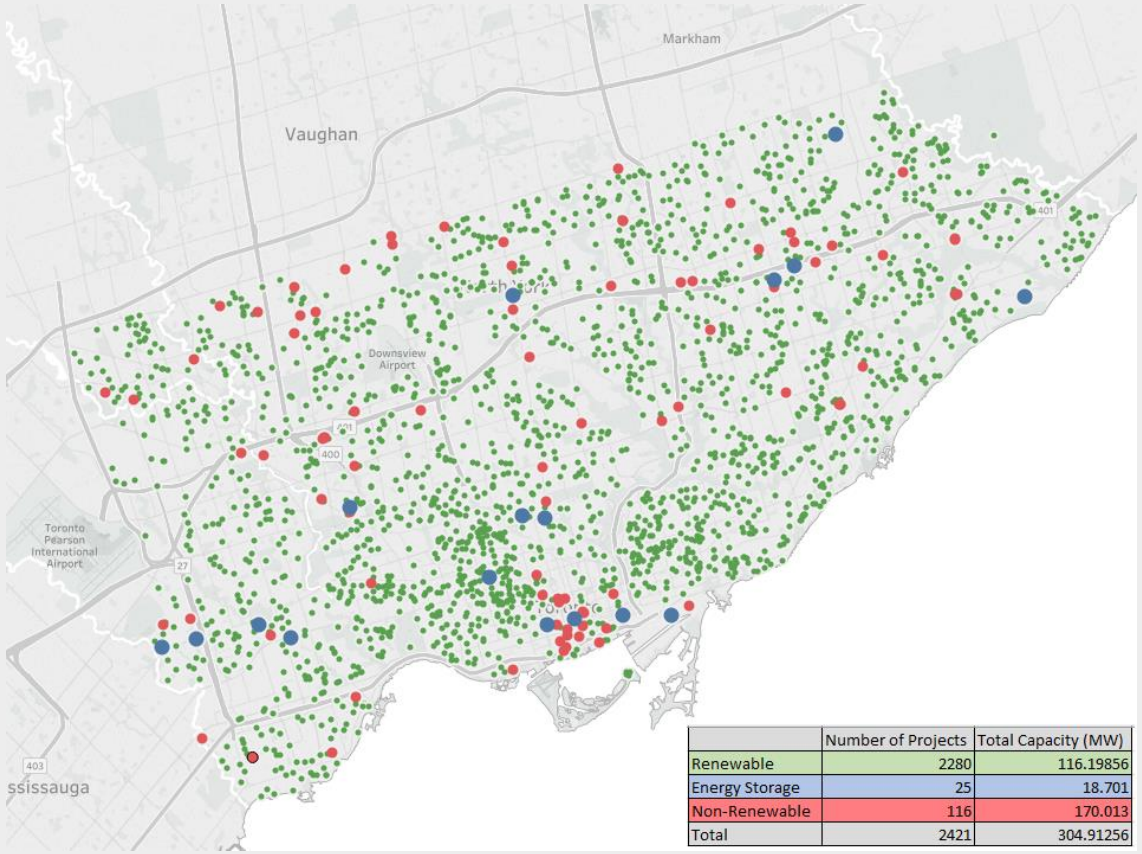


Toronto Hydro DG Connections

+2400 DERs throughout the city (2022)

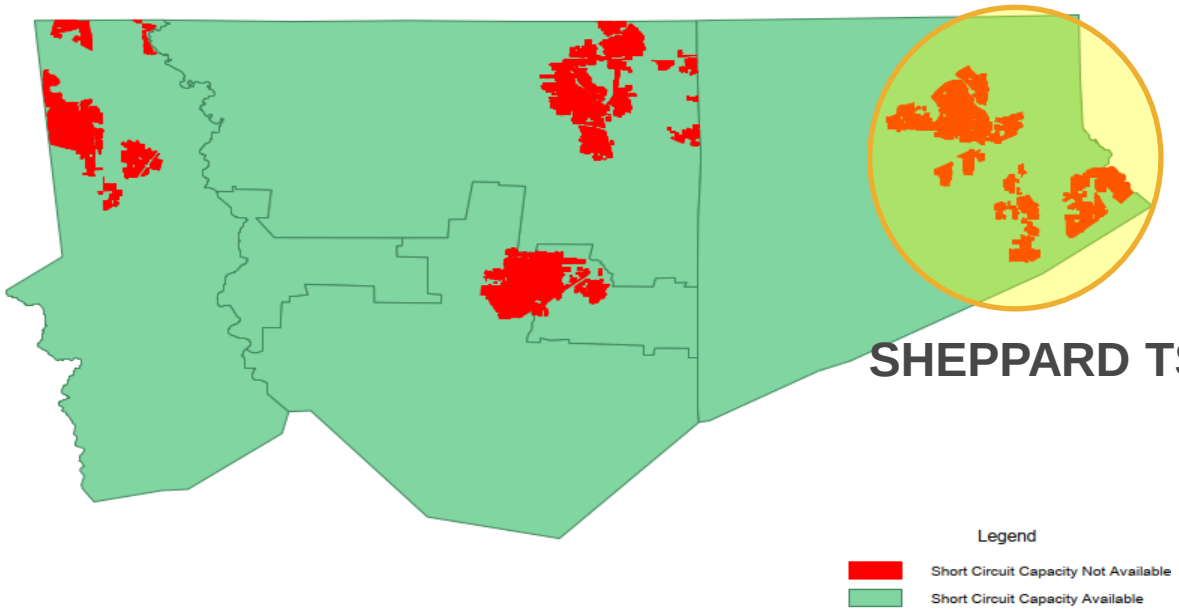
305 MW cumulative capacity (2022)

500 MW est. cumulative capacity (2029)



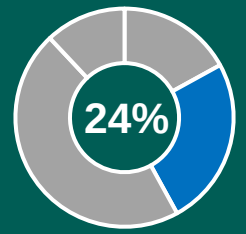
	Number of Projects	Total Capacity (MW)
Renewable	2280	116.19856
Energy Storage	25	18.701
Non-Renewable	116	170.013
Total	2421	304.91256

Distribution System Short Circuit Capacity Constraints

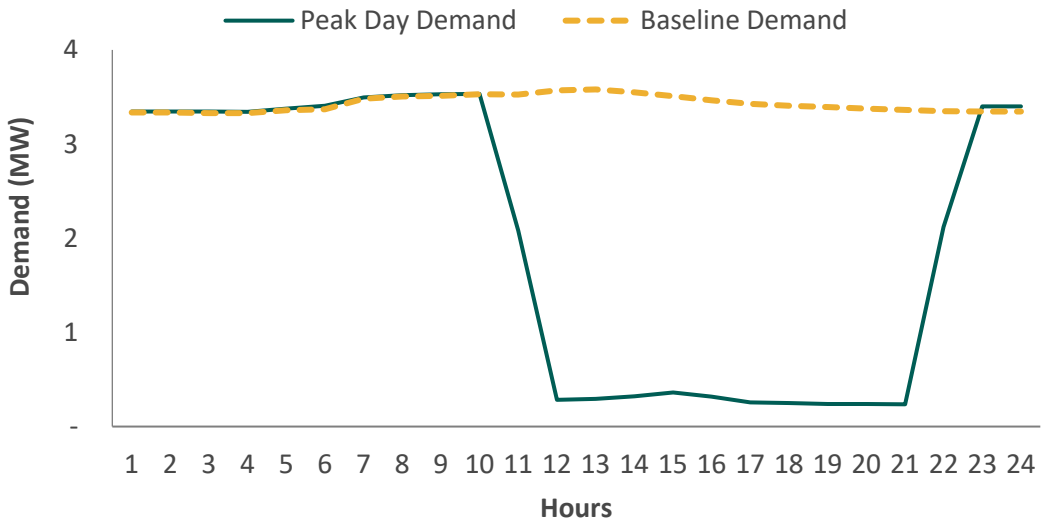


- To maintain safe and reliable operation of the distribution system, Toronto Hydro cannot connect DERs in situations where short circuit capacity limitations exist.

GROWTH & ELECTRIFICATION
NON-WIRES SOLUTIONS

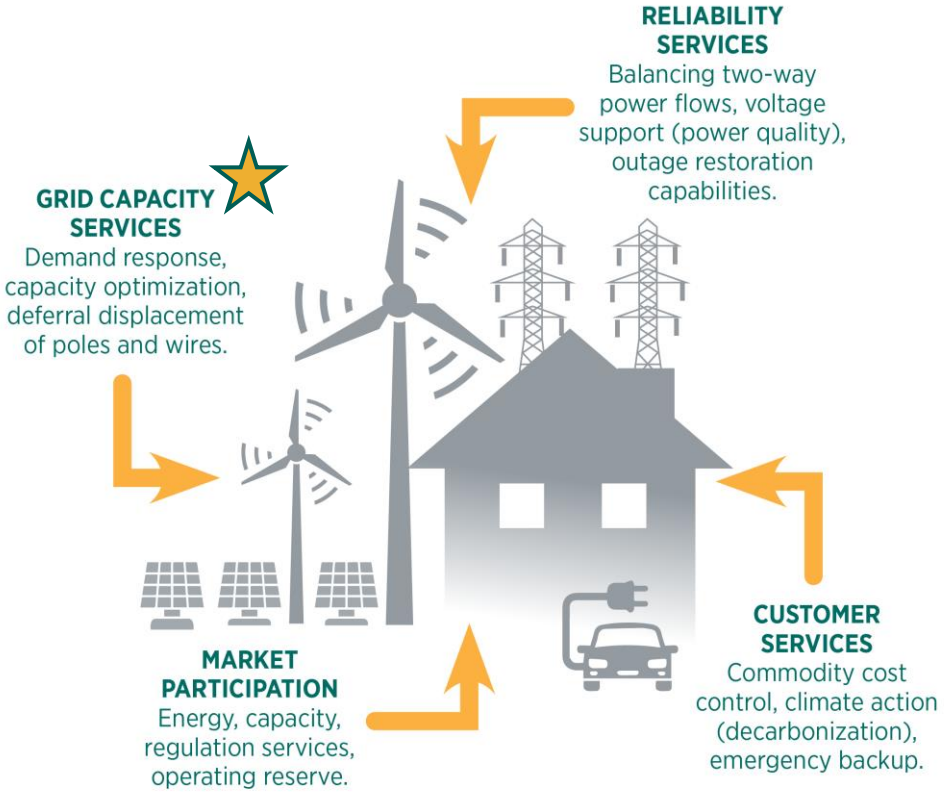


Renewable Enabling ESS

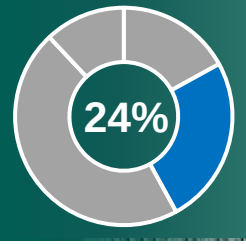


Local Demand Response

Complements conventional station expansion and load demand programs to address capacity constraints on the distribution system.



GROWTH & ELECTRIFICATION
BUILDING GRID & OPERATIONAL CAPACITY



Program	2020-24 ($M)	2025-29 ($M)
Customer Connections	$369	$477
Load Demand	$135	$217
Stations Expansion	$142	$122
Externally Initiated Plant Relocations & Expansions	$60	$76
Generation Protection, Monitoring, and Control	$10	$35
Non-Wires Alternatives	$2	$23
Growth Capital	**$718**	**$949**

System Access programs
System Service programs

Obligation to Serve

- **Customer Connections**
- **Load Demand**
- **Stations Expansion**

Drivers of Uncertainty

Variable Demand
The demand for electricity is variable depending on how customer connection materialize and trends develop, such as the decarbonization of heat.

Customer Choice
Customer choice directly impacts the adoption rates of DER and EVs, and therefore the load growth experienced on the system.

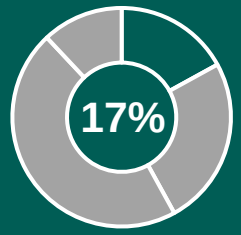
Technological Advancement
Technology is advancing rapidly offering more opportunity to modernize the grid and deliver long-term benefits to customers.

Public Policy Evolution
Public policy environment is evolving as governments take action to advance decarbonization objectives.

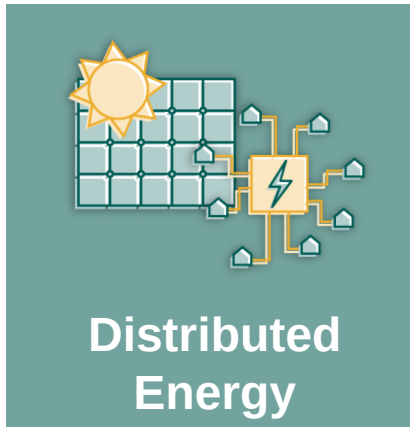
Regional Planning
Transmission and bulk system needs are evolving as decarbonizing objectives are incorporated into long-term scenario plans

MODERNIZATION

GRID MODERNIZATION IMPERATIVE



Accelerating Challenges | **Grid Modernization Strategy** | **2030+**



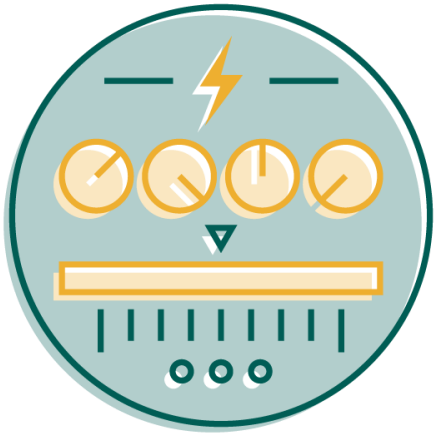
MODERNIZATION
BUILDING AN INTELLIGENT & RESILIENT GRID

Investments in technology to get more use out of existing equipment, and build a smarter, more efficient and reliable grid.

Program/Segment	2020-24 ($M)	2025-29 ($M)
System Enhancement	$26	$151
Network Condition Monitoring and Control	$54	$6
Metering	$80	$248
Overhead Resiliency (Relocations)	$0	$86
Stations Control and Monitoring	$28	$65
IT (Cyber Security & Software Enhancements)	$88	$95
Legacy Network Equipment Renewal	$4	$0
Modernization Capital	**$280**	**$651**

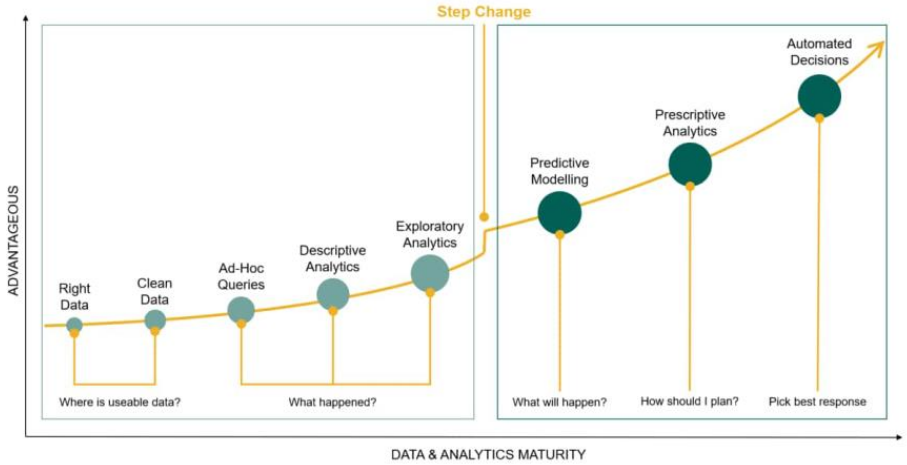
System Access programs
System Service programs
System Renewal programs
General Plant programs

Switches & Reclosers



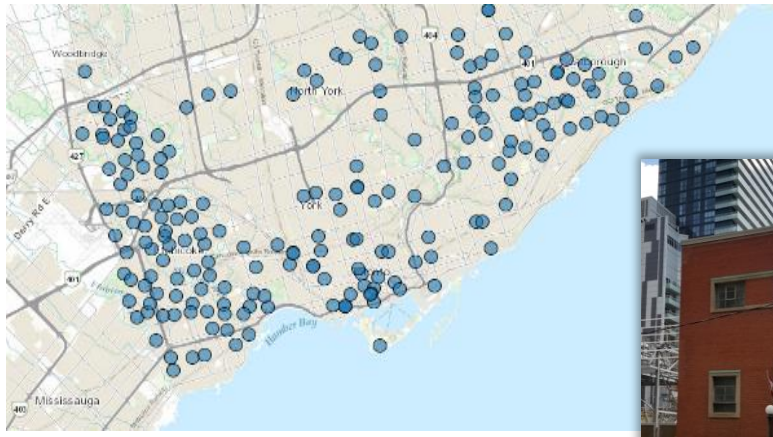
AMI 2.0

Analytics & Automation

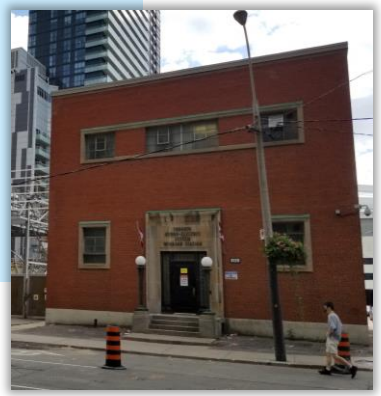


GENERAL PLANT
RUNNING THE BUSINESS & DECARBONIZATION

Program/Segment	2020-24 ($M)	2025-29 ($M)
Control Operations Reinforcement	$40	-
Enterprise Data Centre	-	$72
Facilities Management and Security	$85	$145
Fleet and Equipment Services	$37	$44
IT/OT (excl. Cyber Security & Software Enhancements)	$169	$206
General Plant Capital	**$331**	**$467**



Stations Buildings



Enterprise Data Centre & IT Hardware

Net Zero 2040

2.5 kilo tonnes CO_2

DISTRIBUTION GRID
OPERATIONS

OPERATIONS

CUSTOMER OUTCOMES

Environment and Safety	Reliability	Modernization	Grid Stewardship
4,100+	9,000+	4,000+	32,000+
Emergency Events Completed	Power Off Events Restored	Field Devices integrated with the SCADA System	Switch Sheets and Hold Offs Completed

OPERATIONAL CHALLENGES

GRID COMPLEXITY

Density & Public Space Congestion

Traffic & Road Restrictions

Customer Base

Energy Transition

4,800 people / sq. km across service territory

16,608 people / sq. km in downtown

238 cranes currently operating in Toronto

45% increased drive time from 500 Commissioners work centre

INNOVATION & PRODUCTIVITY
HISTORICAL PERFORMANCE

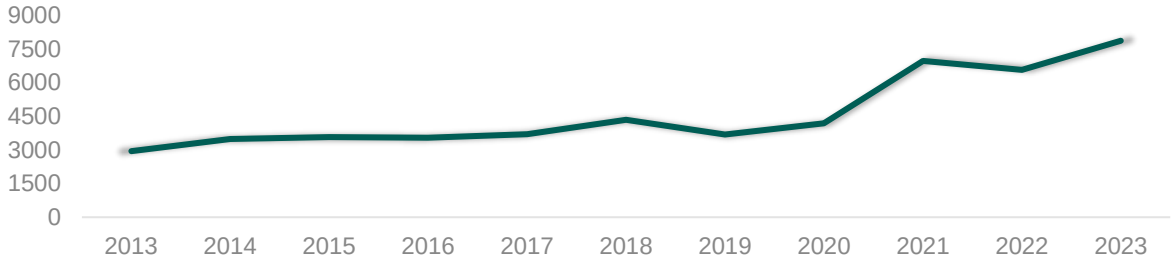
Control Centre Productivity

90,000+ calls handled by the control centre in 2021

94%+ of calls having a wait time of less than 10 minutes

3 Minute average transaction time for hold-offs down from approximately 29 minutes in 2014

Prepared & Executed Switching Orders



Network Condition Monitoring and Control (NCMC)

10-15 percent of the peak load in downtown Toronto supplied by network system

379 vaults (approximately) commissioned with NCMC as of 2022

$78,000 in operating costs saved in the last five months of 2022

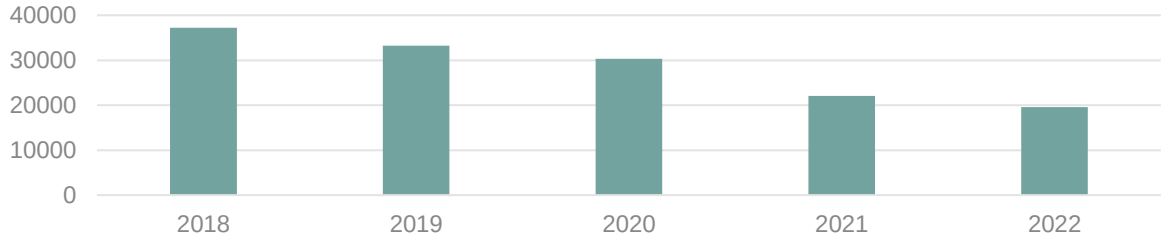
Workforce Mobilization – Oracle Field Services Cloud

20,000 manual work order events/year eliminated

Crew travel times reduced between events

Estimated Time of Restoration implemented

Number of Crew Calls to Trouble Dispatch



GRID MODERNIZATION
OPERATIONS TECHNOLOGY

- Outage Management System (OMS)
- Distribution Management System (DMS)
- Supervisory Control and Data Acquisition (SCADA)
- Distributed Energy Resource Management (DERMS)

- AMI 2.0 *(Grid Edge Visibility, Last Gasp, Power Flow, Energy Management)*

Advanced Distribution Management System (ADMS)

Workforce Mobilization
Smart Routing

Electrification
Energy Centre

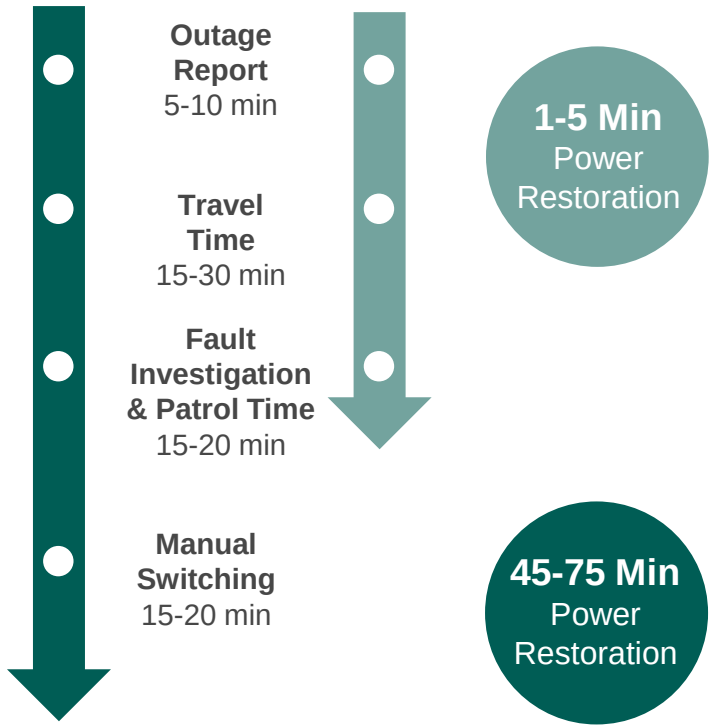
Grid Modernization
FLISR

Full-Scale implementation of FLISR across the Horseshoe could deliver improvements in the range of:

+20% SAIDI

+25% SAIFI

Power Restoration on Healthy Feeders



OPERATIONS
WORKFORCE INVESTMENTS

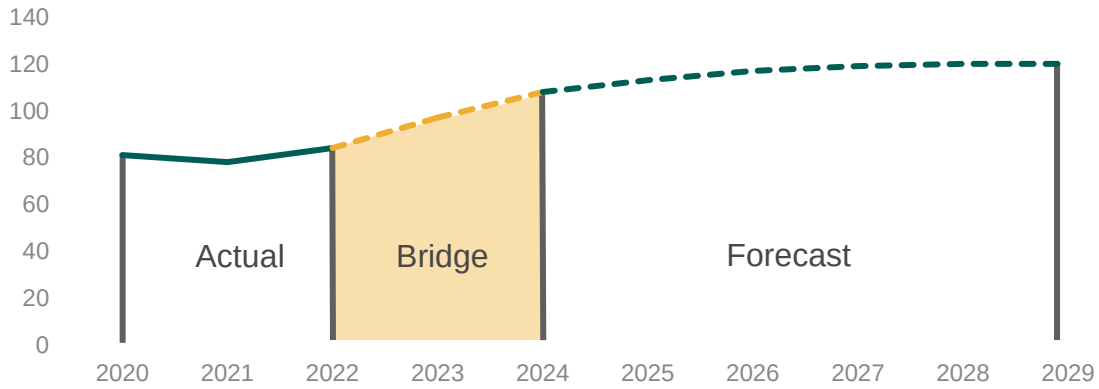
Workforce Challenges

- Retirements (7% Reduction in avg. age)
- Shortage of STEM Workers
- 4.5 – 6.5 years of training for trade employees

67%⬆
DER Penetration
By 2029

Up to 30MW
Capacity
Procured

Control Centre Operations Overall Headcount



Headcount Drivers

- Modelling for Grid Automation
- Increased # of SCADA Assets
- DER Penetration
- Non-wires Alternatives & Capacity Procurement
- Energy Management & Distribution Services

CUSTOMER SERVICES & EXPERIENCE

CUSTOMER SERVICES
OVERVIEW

Customers

790,000 Customer Accounts

513 key account customers

Meter to Cash

14 Billion meter reads

9.5 Million bills issued

$3.6 Billion In payments processed

Customer Experience

70,000 emails

343,000 calls

3.6 Million self-service transactions

5,400 Connection requests

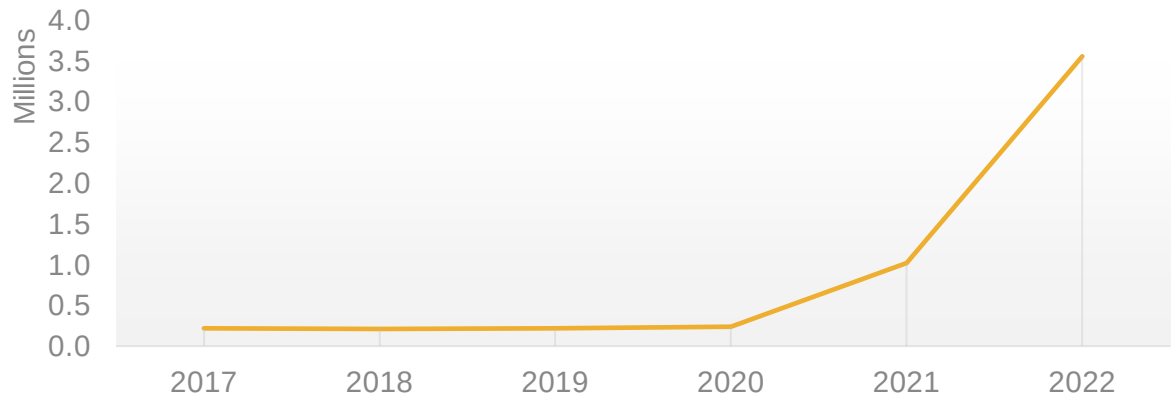
15-20 concurrent technology projects

2022 Data

CUSTOMER SERVICES
PERFORMANCE AND PRODUCTIVITY

Measure	2013/14	2022	% Change
New Services Connected on Time	94.2%	99.9%	+5%
Billing Accuracy	96.6%	99.1%	+3%
First Contact Resolution	77%	91%	+19%
Customer Satisfaction	91%	94%	+3%
Rescheduling a Missed Appointment	98.4%	100%	+1.6%
Customers on eBills (total)	64,163	381,490	+495%

Self-Service Usage



Savings from eBills

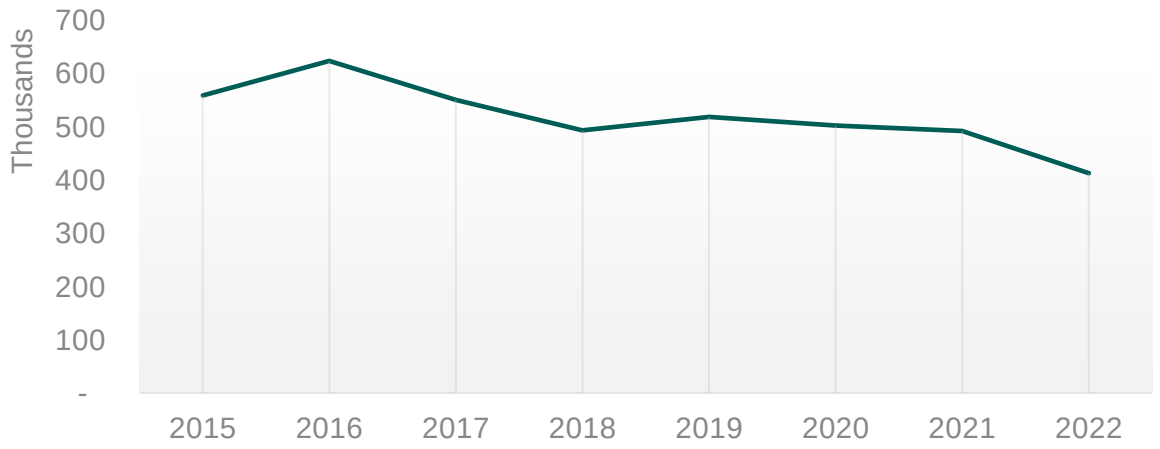
Operational Savings:

$4.4 million
(2022)

Paper Savings:

10% higher than the CN Tower
(2023)

Call and Email Volume



CUSTOMER SERVICE

CUSTOMER NEEDS AND EXPECTATIONS

Engagements and on-going interactions provide an understanding of customers' service priorities and forms the primary basis for decision making

Ongoing Customer Priorities

- Reasonable rates; find efficiencies and reduce customer costs
- Accurate and timely bills and service
- Provide tools to understand and manage costs
- Support vulnerable customers

Emerging Customer Priorities

- Understanding and connecting distributed energy resources
- EV ownership (individual and commercial)
- Demands for data and analytics
- Technologies that provide future benefits

CUSTOMER SERVICES
MODERNIZATION

Upskill Workforce

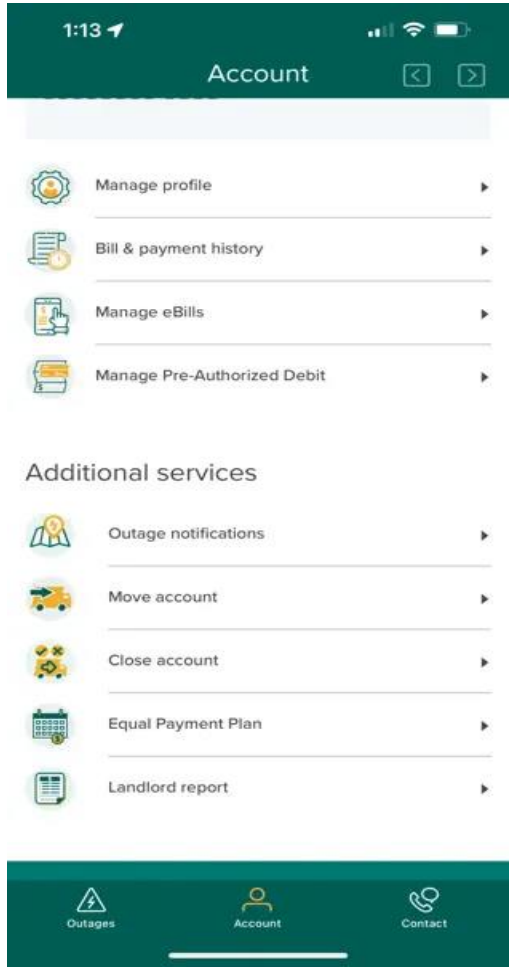
- Increasingly complex environment
- Greater depth of knowledge required
- Help customers navigate new energy choices
- Government programs and incentives

Build and Improve Self Service Functionality

- Proactive notifications
- Bi-directional energy and billing data
- New payment methods

Leverage New Technology

- Knowledge Management System
- Artificial intelligence – efficiency tools



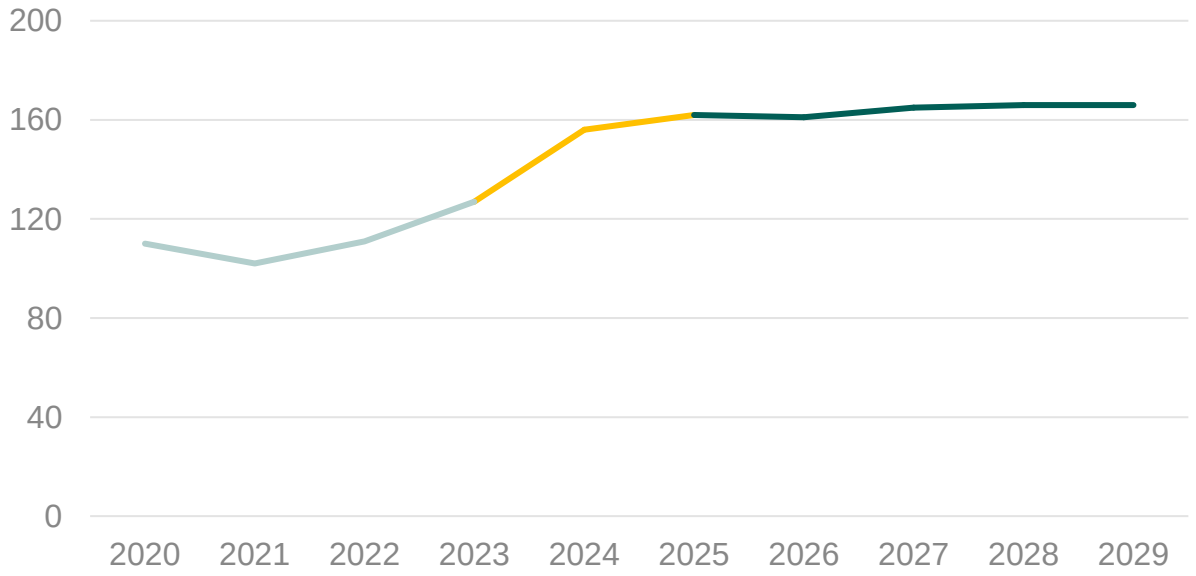
CUSTOMER SERVICES
INVESTMENTS

Core utility customer operations

Capability and capacity building

Modernized capability and benefits

FTE - Customer Care, Connections and Key Accounts



Investments in Staffing and Skillsets

- Data Analytics
- Artificial Intelligence
- Digital Channels
- In-Sourcing
- Knowledge Management
- Capacity Building

TORONTO HYDRO®

APPENDIX

REGULATORY FRAMEWORK

KEY PRINCIPLES

Performance Based Regulation (PBR)	Deliver customer outcomes and advance public policy objectives.
	Balance the interests of customers and utilities/shareholders.
	Ensure stability and predictability to facilitate effective multi-year planning and decision-making.
	Provide flexibility to execute multi-year plans in dynamic circumstances.
	Protect customers and the utility from forecasting risk in times of uncertainty.

PERFORMANCE INCENTIVES

PROCESS OVERVIEW

Set Plan Targets & Weightings

2025 Rebasing Application (Phase 2)

Deliver Plan & Measure Results

2025-2029 Custom Scorecard

Track the Performance Earnings

Performance Incentive Mechanism Deferral Account (PIMDA)

Review Performance Results

2030 Rebasing Application

Recover the Incentive

2030-2034 Rate Cycle

2025 | **2025-2029** | **2030** | **2030-2034**

Evidence Overview Presentation Table of References

Slide Number	Slide Title	Evidence Reference
1.	**2024-2029 Custom Rate Application Overview**	
2.	**Agenda**	
3.	**Custom Incentive Rate Framework**	
4.	Regulatory Evolution: Key Challenges	Exhibit 1B, Tab 1, Schedule 1, Section 2 Exhibit 1B, Tab 1, Schedule 2 Exhibit 1B, Tab 2, Schedule 1 Exhibit 1B, Tab 2, Schedule 1, Section 1 Exhibit 1B, Tab 2, Schedule 1, Section 2
5.	Funding Challenge: Investment Plan	Exhibit 4, Tab 1, Schedule 1 EB-2018-0165, Exhibit 2B, Section E4 EB-2014-0116, Exhibit 2, Tab 1 (OEB Appendix 2-BA)
6.	Funding Challenge: Operations & Workforce	Exhibit 4, Tab 1, Schedule 1 Exhibit 4, Tab 1, Schedule 1, Section 3, Figure 11 Exhibit 4, Tab 1, Schedule 1, Section 2 Exhibit 4, Tab 1, Schedule 1, Section 2.2, Figure 5, (FTE per 1M), Figure 6 (FTE Per GWh), Figure 7 (FTE per Circuit KM) 4-VECC-58 4-SEC-89 4-SEC-92 4-CCC-58 4-CCMBC-13 Electricity Human Resources Canada, "Electricity in Demand, Labour Market Insights 2023-2028", 2023, available at: https://ehrc.ca/labour-market-intelligence/electricity-in-demand-labour-market-insights-2023-2028/ EB-2018-0165, Exhibit 4A, Tab 1, Schedule 1
7.	Funding Needs: Custom Incentive Rates	Exhibit 1B, Tab 1, Schedule 3, Section 2, Table 6 Exhibit 1B, Tab 2, Schedule 1 1B-STAFF-12

		JT4.31
8.	Funding Needs: Custom Rate Formula	Exhibit 1B, Tab 2, Schedule 1 Exhibit 1B, Tab 2, Schedule 1, Section 3
9.	Performance Risk: Incentive Mechanism	Exhibit 1B, Tab 3, Schedule 1 Exhibit 1B, Tab 3, Schedule 1, Section 2, Table 1 Exhibit 1B, Tab 3, Schedule 1, Section 3 Exhibit 1B, Tab 2, Schedule 1, Section 3.2.1 1B-STAFF-52
10.	Demand Uncertainty: Flexibility Mechanism	Exhibit 3, Tab 1, Schedule 1 Exhibit 9, Tab 1, Schedule 1 Exhibit 1B, Tab 2, Schedule 1, Section 3.2.3 1B-STAFF-42
11.	Rate Impacts: Customer Engagement	Exhibit 1B, Tab 1, Schedule 3 Exhibit 1B, Tab 5, Schedule 1, Section 2.3, Table 1
12.	**Distribution System Plan**	
13.	Capital Expenditures & Historical Performance	Exhibit 2B, Section A Exhibit 2B, Tab 3, Schedule 2, Section 1, Table 2 Exhibit 2B, Section E1 Exhibit 2B, Section E4 EB-2018-0165, Exhibit 2B, Section E4 EB-2014-0116, Exhibit 2, Tab 1 (OEB Appendix 2-BA)
14.	Planning for Uncertainty	Exhibit 2B, Section D4 Exhibit 2B, Section D4.2 Exhibit 2B, Section D4, Appendix A Exhibit 2B, Section D4, Appendix B 1B-PP-5
15.	2025-2029 Investment Plan: Strategic Focus	Exhibit 1B, Tab 1, Schedule 1, Section 3 Exhibit 1B, Tab 1, Schedule 2 Exhibit 2B, Section A4, Table 5 Exhibit 2B, Section E2 Exhibit 2B, Section E4, Appendix A (OEB Appendix 2-AB) Exhibit 2B, Section E4, Appendix B (OEB Appendix 2-AA)

16.	Sustainment: Key Asset Trends	Exhibit 2B, Section D2.2, Table 1 Exhibit 2B, Section D2.2.1 Exhibit 2B, Section D2.2.2 Exhibit 2B, Section D2.2.3 Exhibit 2B, Section D2.2.4 Exhibit 2B, Section E6.6 Exhibit 2B, Section E6.5 Exhibit 2B, Section E6.2 Exhibit 2B, Section E6.3 Exhibit 2B, Section E6.4
17.	Sustainment: Renewing Infrastructure	Exhibit 1B, Tab 1, Schedule 1, Section 4 Exhibit 1B, Tab 1, Schedule 1, Section 5 Exhibit 1B, Section C2.6 Exhibit 2B, Section A5.1, Table 6 Exhibit 2B, Section E1 Exhibit 2B, Section E4 Exhibit 2B, Section E6.1 Exhibit 2B, Section E6.6 Exhibit 2B, Section E6.5 Exhibit 2B, Section E6.2 Exhibit 2B, Section E6.3 Exhibit 2B, Section E6.4 Exhibit 2B, Section E6.7 Exhibit 4, Tab 2, Schedule 1 Exhibit 4, Tab 2, Schedule 2 Exhibit 4, Tab 2, Schedule 3 Exhibit 4, Tab 2, Schedule 4 Exhibit 4, Tab 2, Schedule 5 Exhibit 4, Tab 2, Schedule 6
18.	Growth & Electrification: Peak Demand Forecast & Stations Expansion	Exhibit 2B, Section D4 Exhibit 2B, Section D4.1.1.5, Figure 2 Exhibit 2B, Section D4.3, Figure 4

		Exhibit 2B, Section E1 Exhibit 2B, Section E3 Exhibit 2B, Section E4 Exhibit 2B, Section E7.4
19.	Growth & Electrification: Customer Connections & Load Demand	Exhibit 2B, Section E1 Exhibit 2B, Section E3 Exhibit 2B, Section E4 Exhibit 2B, Section E5.1 Exhibit 2B, Section E5.3 Exhibit 2B Section E5.3.3.2, Figure 3 Exhibit 2B, Section E5.3.3.4, Figure 5
20.	Growth & Electrification: Distributed Energy Resources	Exhibit 2B, Section E3 Exhibit 2B, Section E3.3, Figure 8 Exhibit 2B, Section E5.1 Exhibit 2B, Section E5.1.3.2, Figure 7 Exhibit 2B, Section E5.5
21.	Growth & Electrification: Non-Wires Solutions	Exhibit 2B, Section E7.2 Exhibit 2B, Section E7.2.1.1, Figure 1
22.	Growth & Electrification: Building Grid & Operational Capacity	Exhibit 1B, Tab 1, Schedule 1, Section 4 Exhibit 1B, Tab 2, Schedule 1, Section 3.2.3 Exhibit 2B, Section D4 Exhibit 2B, Section A5.2, Table 7 Exhibit 2B, Section E5.1 Exhibit 2B, Section E5.3 Exhibit 2B, Section E7.4 Exhibit 2B, Section E5.2 Exhibit 2B, Section E5.5 Exhibit 2B, E7.2 1B-PP-8
23.	Modernization: Grid Modernization Imperative	Exhibit 2B, Section D5 Exhibit 2B, Section D5.2, Figure 2 Exhibit 2B, Section E7.1

		1B-PP-8
24.	Modernization: Building an Intelligent & Resilient Grid	Exhibit 1B, Tab 1, Schedule 1, Section 4 Exhibit 2B, Section A5.3, Table 8 Exhibit 2B, Section D5 Exhibit 2B, Section D5.2.3.3, Figure 10 Exhibit 2B, Section E7.1 Exhibit 2B, Section E7.3 Exhibit 2B, Section E5.4 Exhibit 2B, E5.2 Exhibit 2B, E6.4 1B-PP-8
25.	General Plant: Running the Business & Decarbonization	Exhibit 2B, Section A5.4, Table 9 Exhibit 2B, Section E8.1 Exhibit 2B, Section E8.2 Exhibit 2B, Section E8.3 Exhibit 2B, Section E8.4
26.	**Distribution Grid Operations**	
27.	Operations: Customer Outcomes	Exhibit 4; Tab 2; Schedule 5 Exhibit 4, Tab 2, Schedule 7 4-AMPCO-92
28.	Operational Challenges: Grid Complexity	Exhibit 1B, Tab 1, Schedule 2 Exhibit 1B, Tab 3, Schedule 3 2B-STAFF-121
29.	Innovation & Productivity: Historical Performance	Exhibit 1B, Tab 3, Schedule 3, Section 1.5 Exhibit 2B, Section E7.3 Exhibit 4, Tab 2, Schedule 5 Exhibit 4, Tab 2, Schedule 7
30.	Grid Modernization: Operations Technology	Exhibit 2B, Section D5.2.1 Exhibit 2B, Section D5.2.2 Exhibit 2B, Section D5.3 Exhibit 2B, Section E7.1 2B-STAFF-162

31.	Operations; Workforce Investments	Exhibit 2B, Section E3 Exhibit 4, Tab 1, Schedule 1 Exhibit 4, Tab 2, Schedule 5 Exhibit 4, Tab 2, Schedule 7 Exhibit 4, Tab 4, Schedule 3
32.	**Customer Service & Experience**	
33.	Customer Services: Overview	2B-AMPCO-49 4-SEC-100(c) Exhibit 1C, Tab 1, Schedule 1 Exhibit 4, Tab 2, Schedule 14
34.	Customer Services: Performance and Productivity	Exhibit 1B, Tab 3, Schedule 1 Exhibit 1B, Tab 3, Schedule 2 Exhibit 4, Tab 2, Schedule 14 OEB Electricity Utility Scorecards, Toronto Hydro Electric-System Limited 2018 and 2022
35.	Customer Services: Customer Needs and Expectations	Exhibit 1B, Tab 5, Schedule 1 Exhibit 4, Tab 2, Schedule 14
36.	Customer Services: Modernization	Exhibit 4, Tab 1, Schedule 1, Section 5.1.6 Exhibit 4, Tab 2, Schedule 14
37.	Customer Services: Investments	Exhibit 4, Tab 1, Schedule 1 Exhibit 4, Tab 1, Schedule 4 Exhibit 4, Tab 2, Schedule 14
38.	**Thank You**	
39.	**Appendix**	
40.	Regulatory Framework Key Principles	Exhibit 1B, Tab 2, Schedule 1
41.	Performance Incentives Process Overview	Exhibit 1B, Tab 3, Schedule 1

EVIDENCE DAY
LOOK BOOK

2024

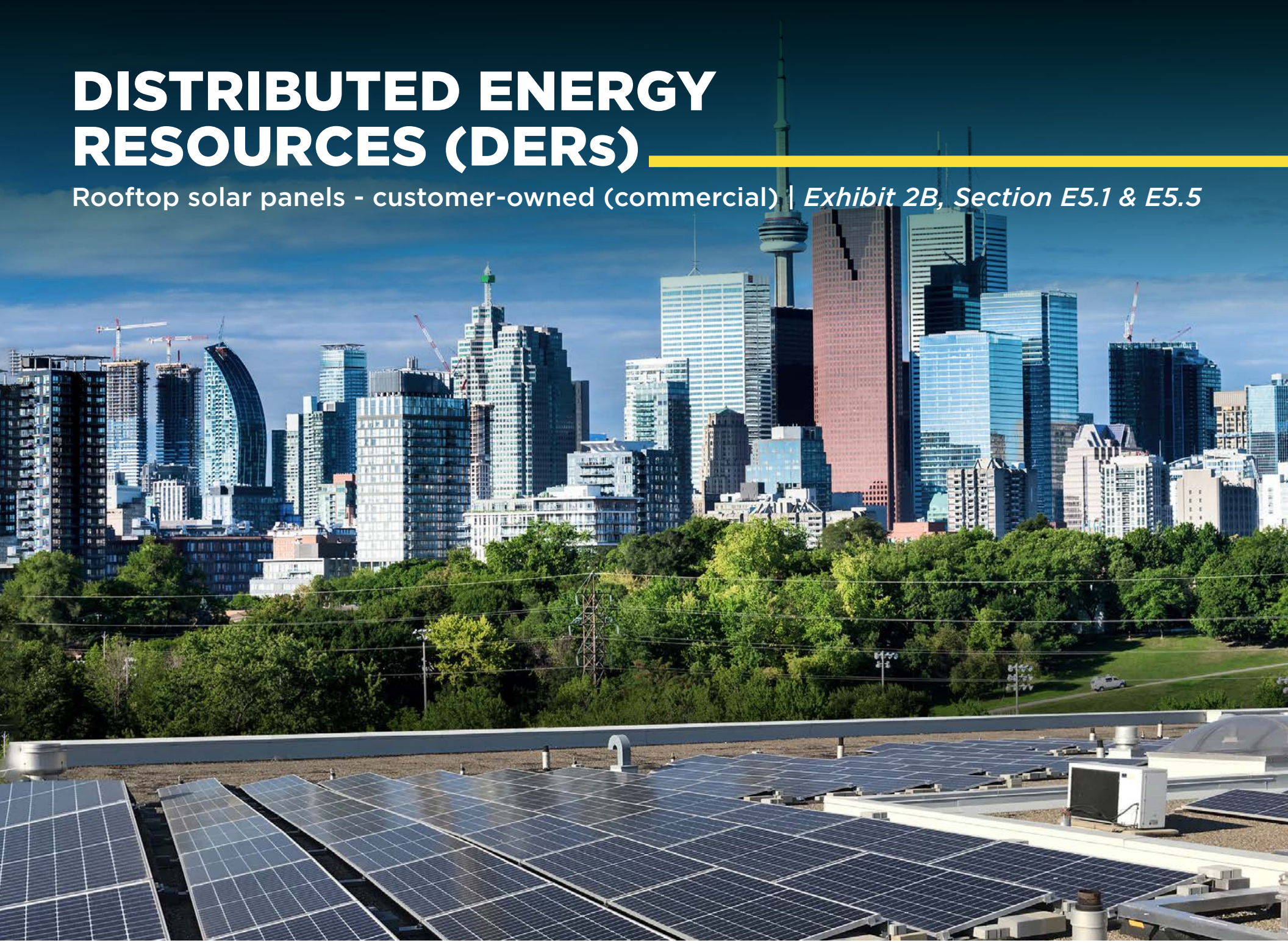
TORONTO HYDRO®

TABLE OF CONTENTS

GROWTH

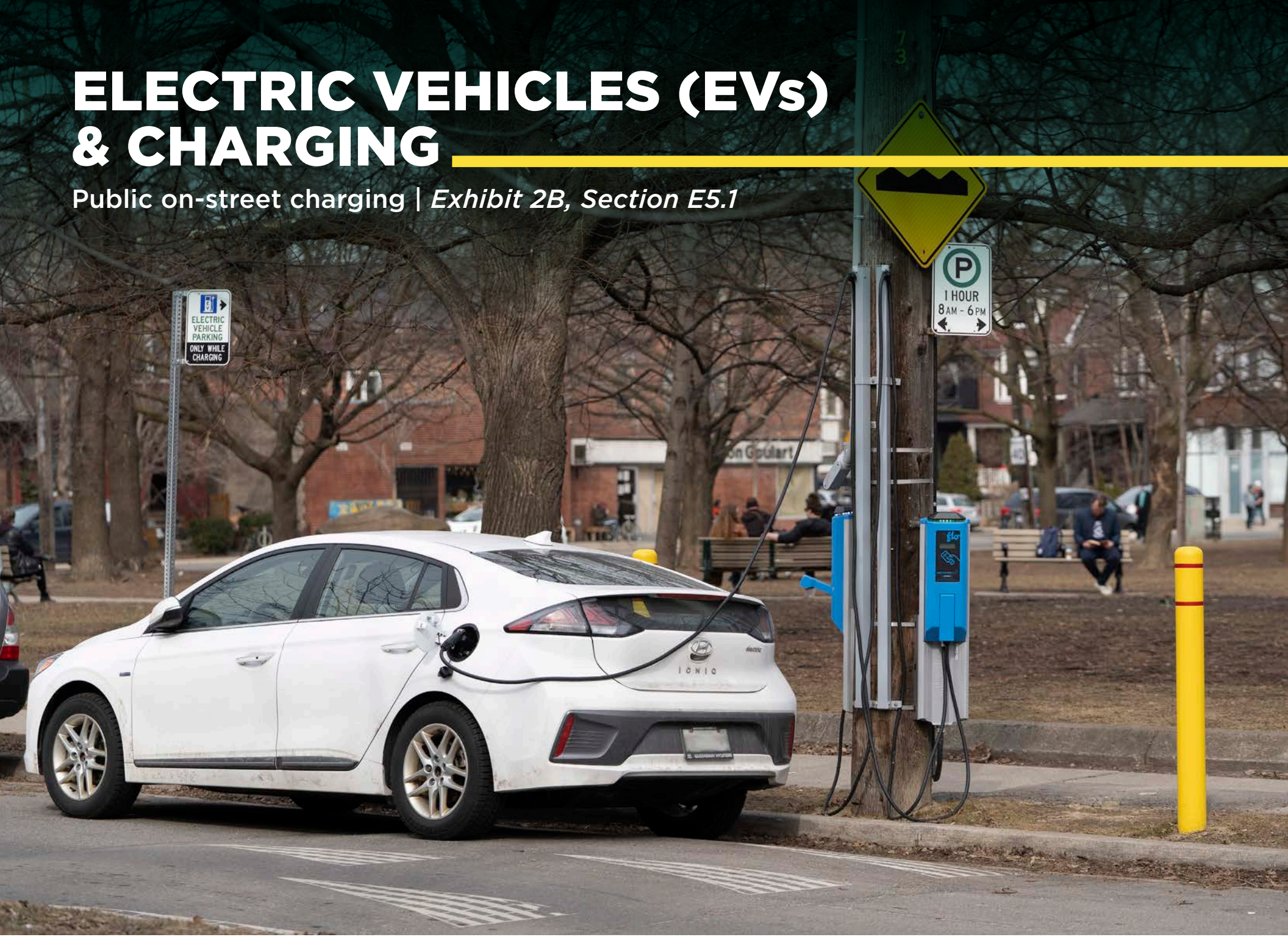
DISTRIBUTED ENERGY RESOURCES (DERs)

Rooftop solar panels - customer-owned (commercial) | *Exhibit 2B, Section E5.1 & E5.5*



ELECTRIC VEHICLES (EVs) & CHARGING

Public on-street charging | *Exhibit 2B, Section E5.1*



NON-WIRES SOLUTIONS

Bulwer battery energy storage system ("BESS") | *Exhibit 2B, Section E7.2*

TRANSFORMER STATIONS

Windsor TS | *Exhibit 2B, Section E7.4*

TRANSFORMER STATIONS

Copeland TS – medium-voltage switchgear | *Exhibit 2B, Section E7.4*

RELOCATION WORK

Tunnelling to install UG duct bank for GO Expansion (Finch and Kennedy) | *Exhibit 2B, Section E5.2*

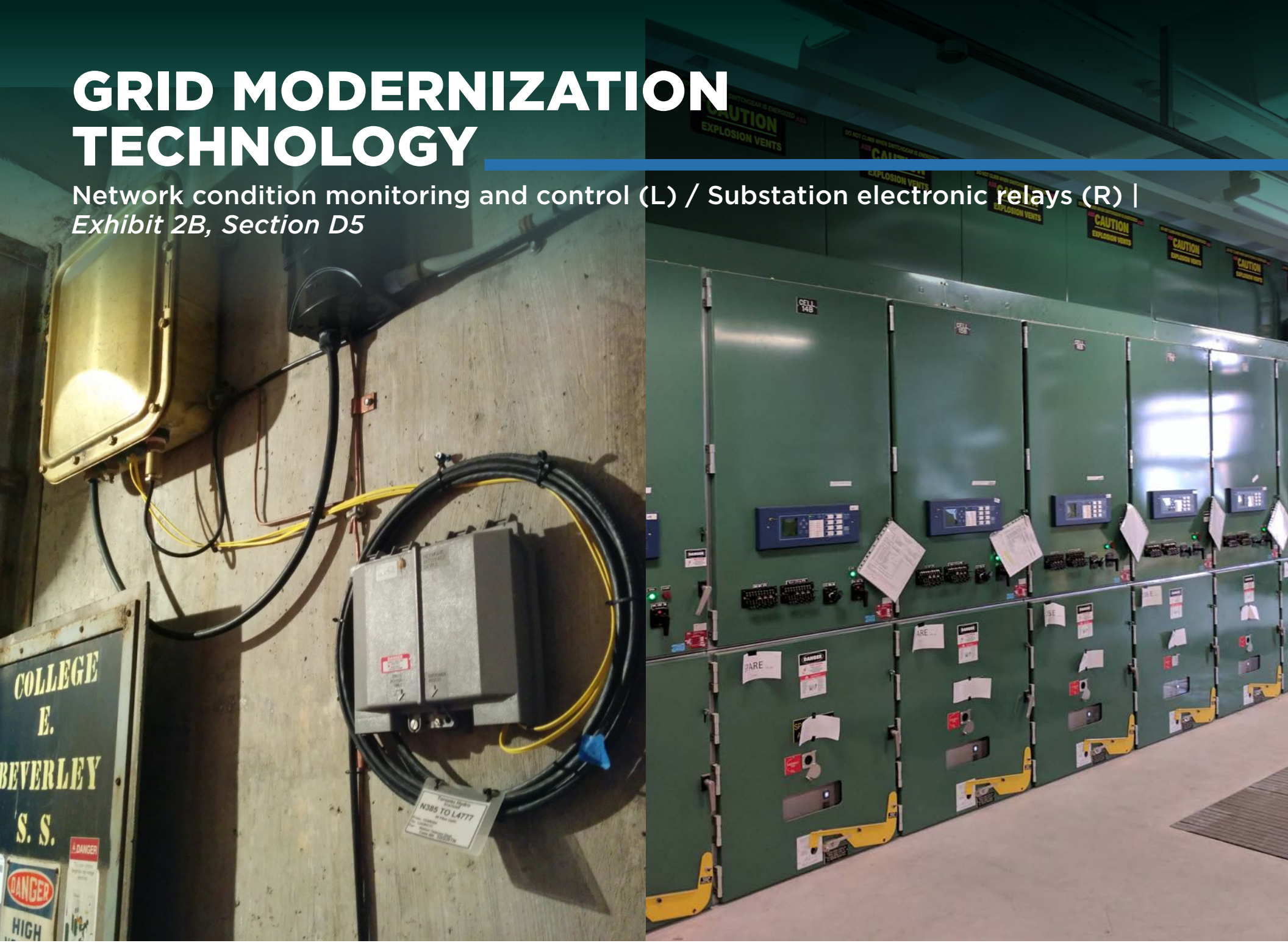
RELOCATION WORK

Cable chamber rebuild for Ontario line (Don Mills and Eglinton) (L) / Switchgear for temporary power for Scarborough subway extension (McCowan and Sheppard) (R) | ***Exhibit 2B, Section E5.2***

MODERNIZATION

GRID MODERNIZATION TECHNOLOGY

Network condition monitoring and control (L) / Substation electronic relays (R) | *Exhibit 2B, Section D5*



GRID MODERNIZATION TECHNOLOGY

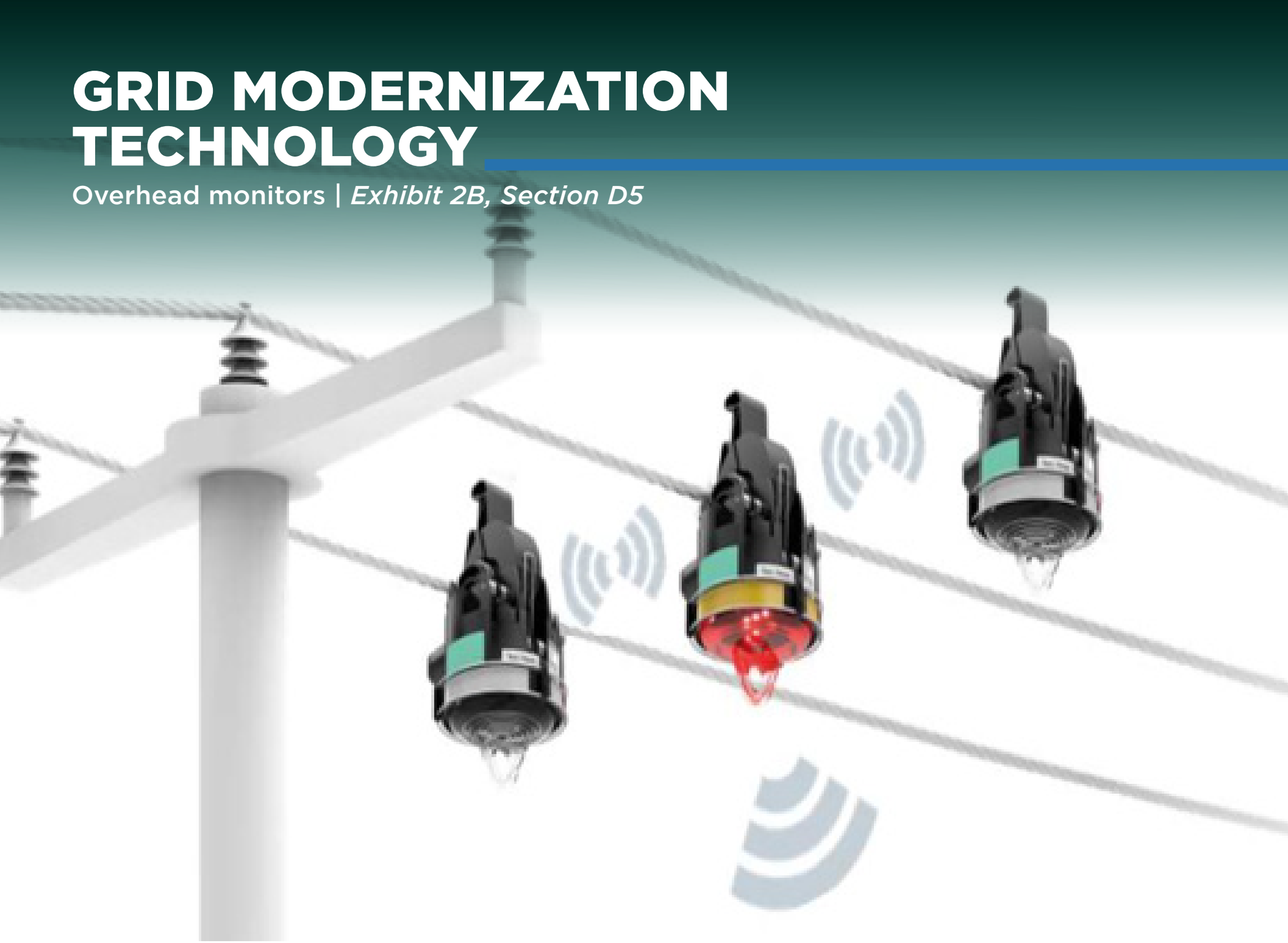
Reclosers | *Exhibit 2B, Section D5*

GRID MODERNIZATION TECHNOLOGY

SCADA switches | *Exhibit 2B, Section D5*

GRID MODERNIZATION TECHNOLOGY

Overhead monitors | *Exhibit 2B, Section D5*



GRID MODERNIZATION TECHNOLOGY

Online cable monitoring at the western access tunnel | *Exhibit 2B, Section D5*

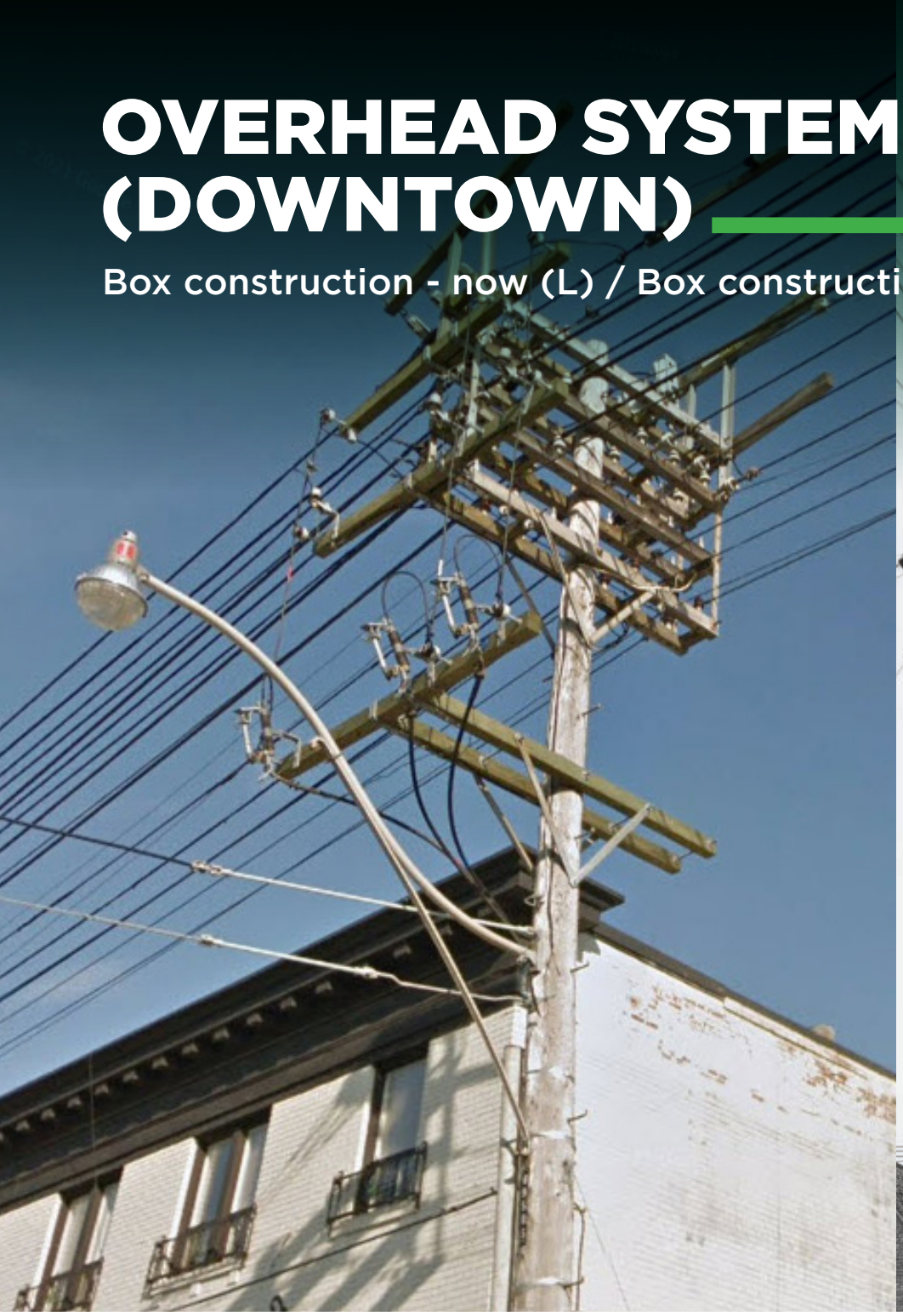
GRID MODERNIZATION TECHNOLOGY

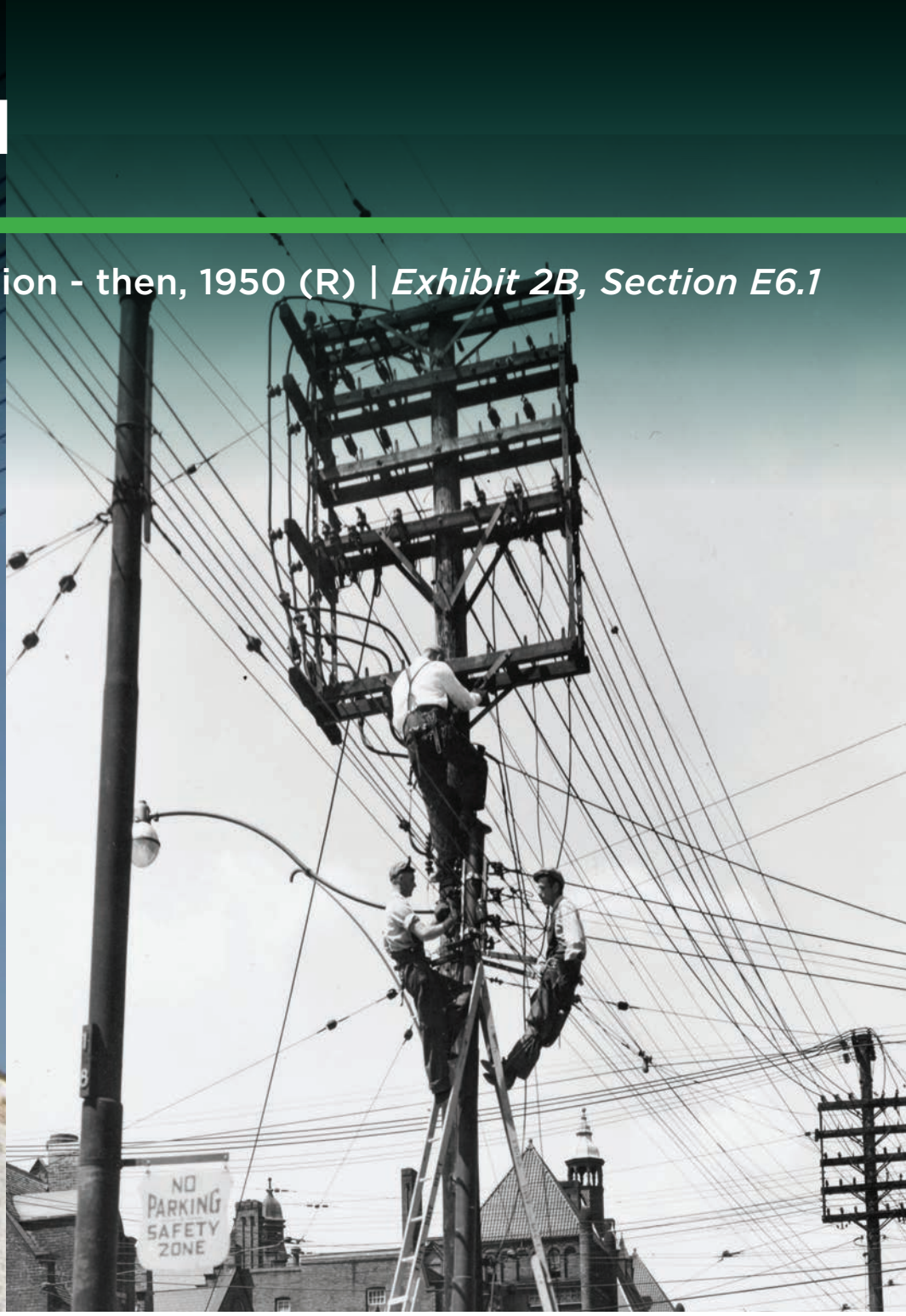
Dual radial automation (switchgear) | *Exhibit 2B, Section D5*

SUSTAINMENT

OVERHEAD SYSTEM (DOWNTOWN)

Box construction - now (L) / Box construction - then, 1950 (R) | *Exhibit 2B, Section E6.1*



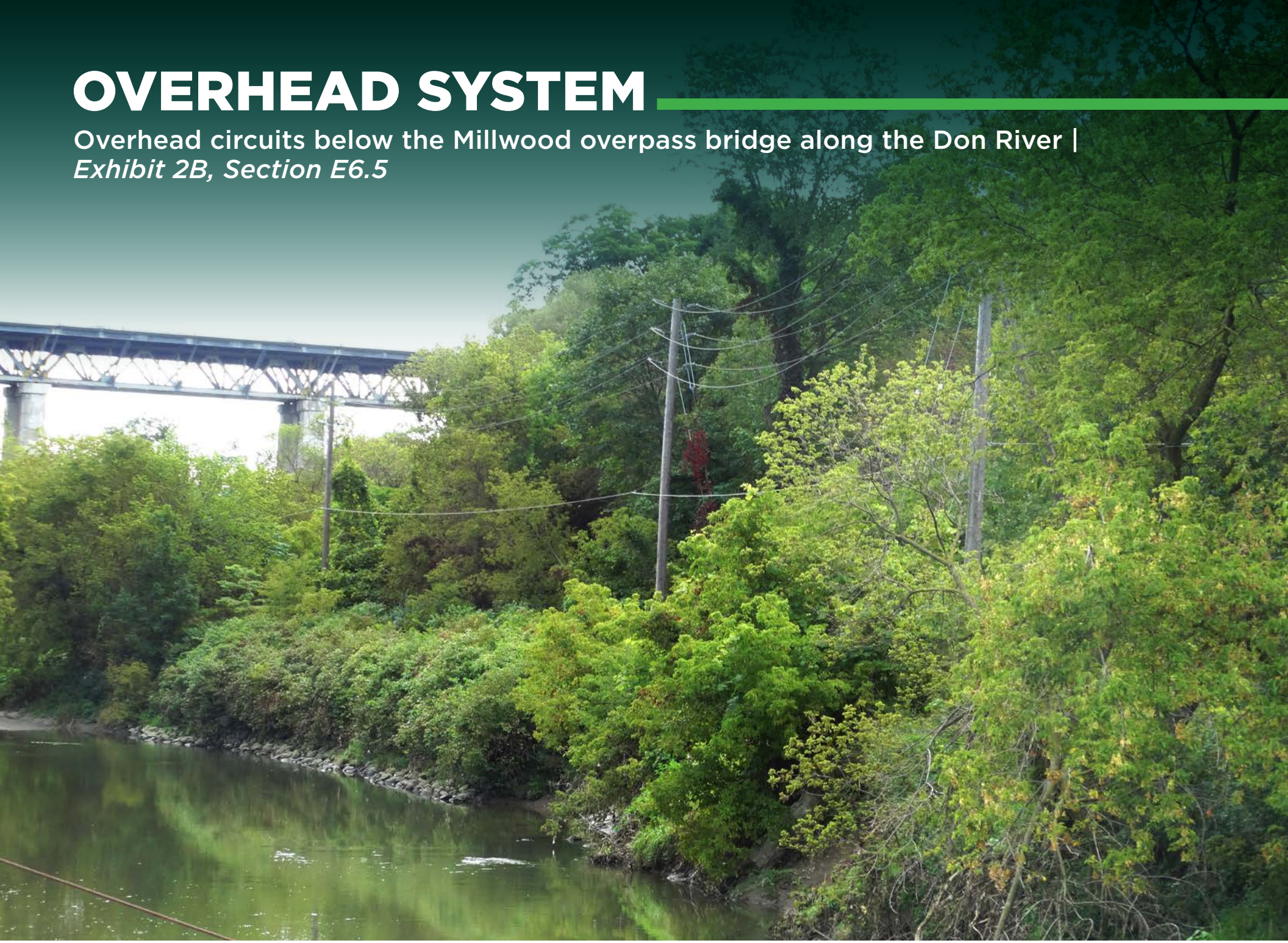


OVERHEAD SYSTEM

Standard configuration (L) and rear lot (R) | *Exhibit 2B, E6.1, Section E6.5 and E6.7*

OVERHEAD SYSTEM

Overhead circuits below the Millwood overpass bridge along the Don River | *Exhibit 2B, Section E6.5*



UNDERGROUND SYSTEM (HORSESHOE)

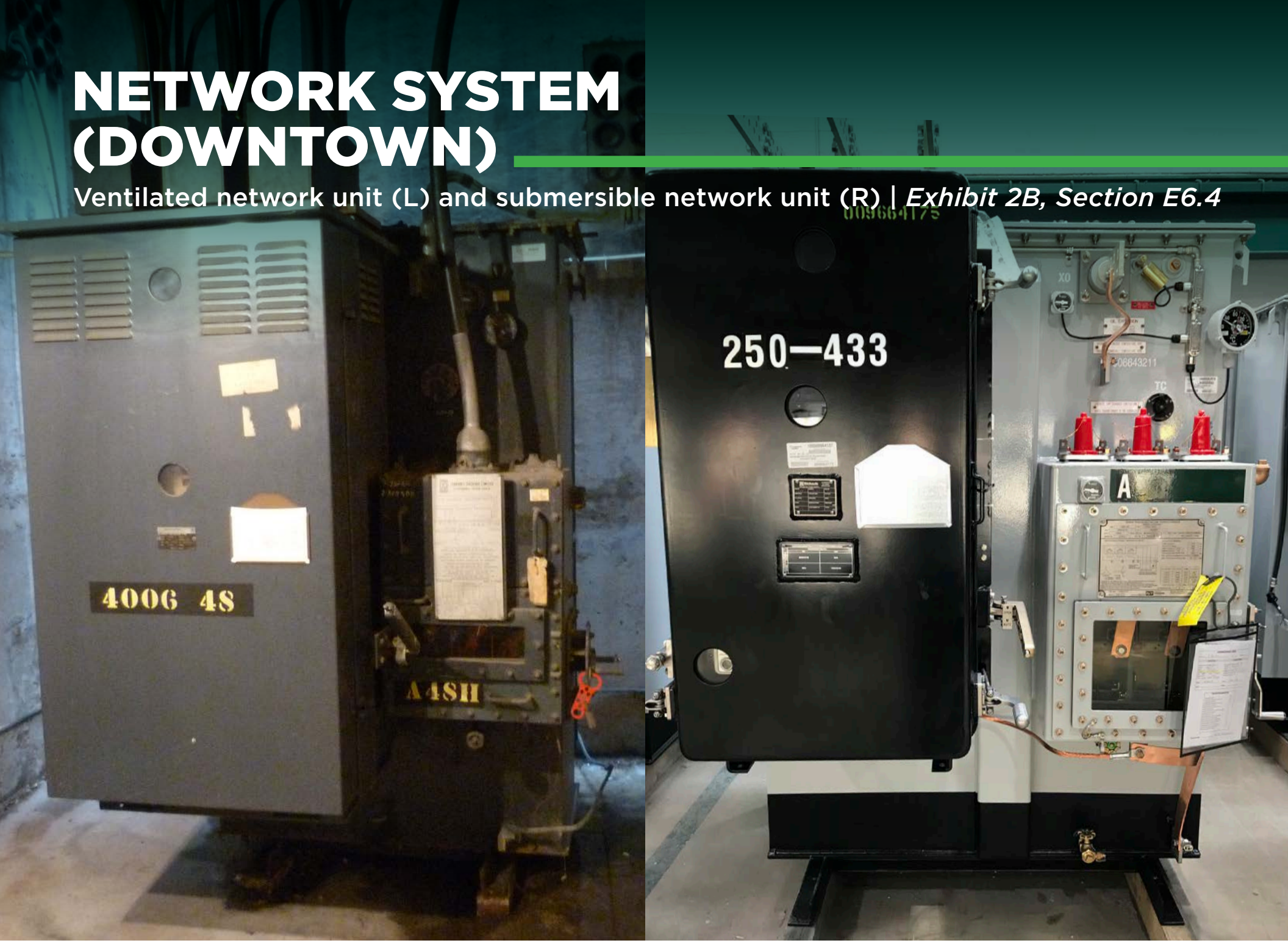
Direct buried cable (L) / Direct buried cable in PVC duct (R) | *Exhibit 2B, Section E6.2*

UNDERGROUND SYSTEM (DOWNTOWN)

Asbestos-insulated lead-covered ("AILC") cable (top) / Paper-insulated lead-covered ("PILC") cable (bottom) | Exhibit 2B, Section E6.3

NETWORK SYSTEM (DOWNTOWN)

Ventilated network unit (L) and submersible network unit (R) | *Exhibit 2B, Section E6.4*



GENERAL PLANT

FLEET AND EQUIPMENT

Fleet vehicles | *Exhibit 2B, Section E8.3*

FLEET AND EQUIPMENT

Fleet vehicles | *Exhibit 2B, Section E8.3*

WORK CENTRES

Exhibit 2B, Section E8.2

Toronto Hydro
715 Milner Ave.
2017

Toronto Hydro
71 Rexdale Blvd.
2016

Toronto Hydro
14 Carlton St.
1931

Toronto Hydro
500 Commissioners St.
1996

STATIONS

George and Duke MS | *Exhibit 2B, Section E6.6/E8.2*

ENTERPRISE DATA CENTRE

Essential networking, telecom, data and server infrastructure | *Exhibit 2B, Section E8.1*

OPERATIONS

GRID OPERATIONS

Control centre operations | *Exhibit 4, Tab 2, Schedule 7*

WEATHER THREATS

Ice storm | *Exhibit 4, Tab 2, Schedules 5 & 6*

WEATHER THREATS

Wind storm | *Exhibit 4, Tab 2, Schedules 5 & 6*

FIELD CREWS

Exhibit 4, Tab 2, Schedule 1-4 & 10

FIELD CREWS

Exhibit 4, Tab 2, Schedule 1-4 & 10

TRADES SCHOOL

Talent management | *Exhibit 4, Tab 2, Schedule 15 and Tab 4, Schedule 3*

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