

POWER TO MEET THE MOMENT.

YEAR IN REVIEW



Brian Topp

Board of Directors Chair

Jana Mosley

President & CEO

CORPORATE GOVERNANCE – BOARD OF DIRECTORS



BRIAN TOPP
Chair



SHEILA BLOCK



**COUNCILLOR RACHEL
CHERNOS LIN**



LISA DEMARCO



PAUL DOYLE



MICHAEL EUBANKS



JOYCE MCLEAN



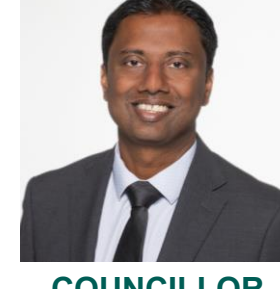
KEN NEUMANN



**COUNCILLOR
DIANNE SAXE**



ERSILIA SERAFINI



**COUNCILLOR
NEETHAN SHAN**



GIA DEJULIO



DAWN NIGRO

CORPORATE LEADERSHIP – EXECUTIVE TEAM



JANA MOSLEY

President & Chief Executive Officer



JODI ENGEL

EVP & Chief Human Resources & Safety Officer



BAOQIN GUO

EVP & Chief Financial Officer
(May 12, 2025)



GUILLAUME PARADIS

Chief Operating Officer
(As of June 29, 2026)



DIANA STEPHENSON

EVP & Chief Customer Officer
(Sept. 15, 2025)



JANENE TAYLOR

EVP & Chief Strategy & Regulatory Officer
(June 16, 2025)

OPENING REMARKS

OVERVIEW

- **Continue building the relationship** between Toronto Hydro and the City of Toronto
- The utility is a **strategic asset** for the City
- Corporate performance is **strong** — we're **delivering** for our customers and the City
- Electricity is **more important** than ever — **new and growing energy demand** is on the horizon

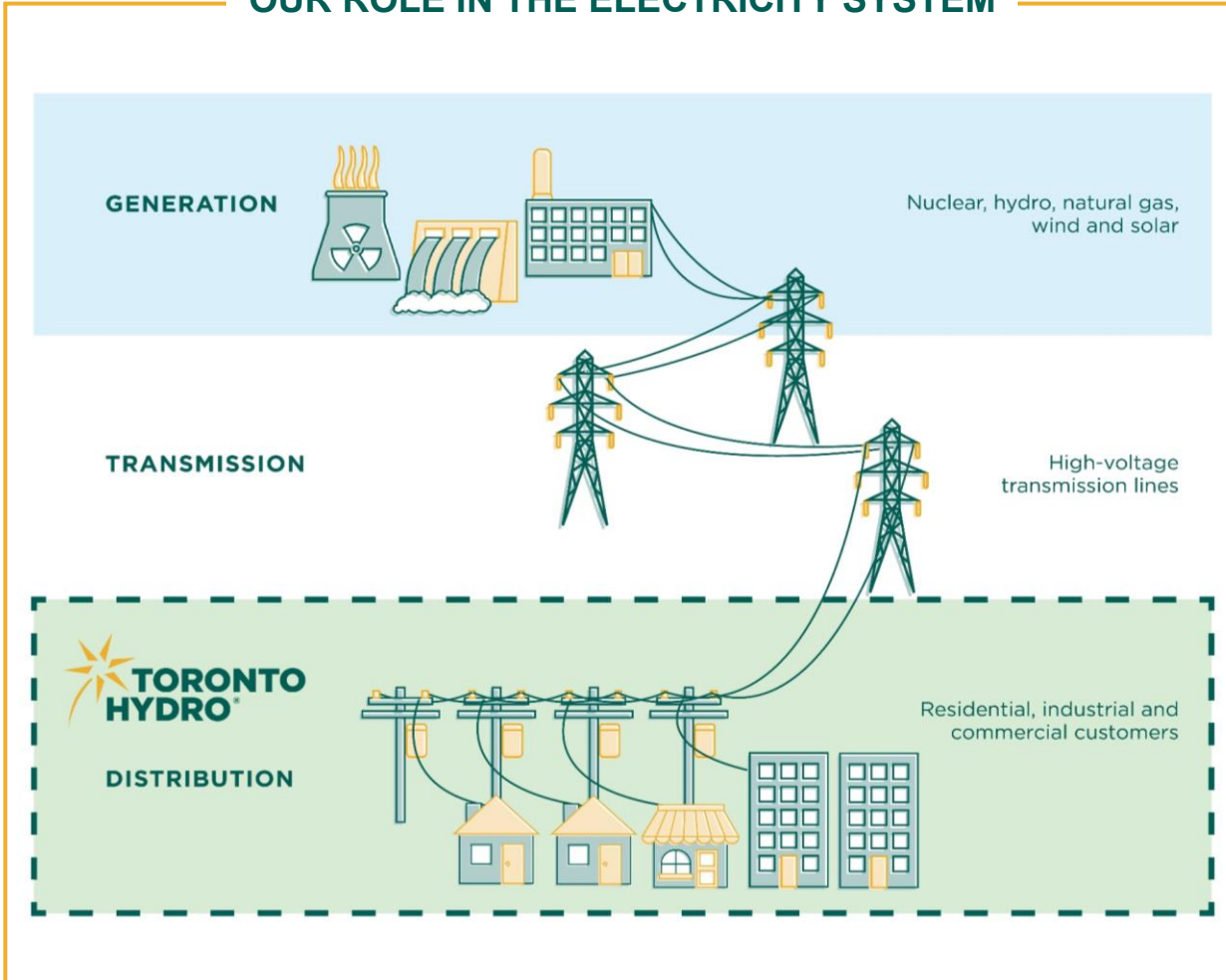


OUR COMMITMENT TO SAFETY



COMPANY OVERVIEW

OUR ROLE IN THE ELECTRICITY SYSTEM



HIGHLIGHTS

- **Toronto Hydro** serves the largest city in Canada
- **18%** of electricity distributed in Ontario
- **\$7.7 billion** in capital assets

POWERING



WHAT WE STAND FOR

Our purpose is what drives us: We're electrifying communities today and building a brighter tomorrow.

OUR VALUES

To bring our **purpose and strategy** to life, we've defined a set of **values that guide** how we work, lead and serve our city.



A photograph of a utility worker in a yellow hard hat and orange safety gear working on a utility vehicle. The worker is focused on a task inside a large, silver, diamond-plate metal box. The vehicle has a white arm with the word 'POST' visible. The background is a blurred city street with buildings and utility poles.

2025 PERFORMANCE HIGHLIGHTS

FINANCIAL PERFORMANCE

Strong financial management supports reliable investment in the electricity system, today and in the long term.

2025 net income

\$201.5 million

55% YoY increase

'A+' rating by S&P and
'A' rating by DBRS

Regulated capital assets

\$7.7 billion

+7.1% average compound
annual growth since 2002

2025 equity investment
from City

\$25.0 million

2025 dividend

\$60.0 million

Total dividends

\$1.4 billion

since 2003



OPERATIONAL HIGHLIGHTS

As Toronto continues to grow and evolve, ensuring a reliable and resilient electricity system matters more than ever.

Invested

\$944.1 million

to strengthen and modernize our grid

6,000+

capital projects completed

12 MW

in flexible demand response capacity secured for 2026

70%–100%

projected growth for electricity demand in Toronto

\$577 million

investment plan to modernize streetlighting, keeping communities bright and safe

25,000+

streetlight outage requests addressed



CUSTOMER SERVICE HIGHLIGHTS

Customer energy needs are evolving, and providing accessible, reliable, easy-to-use energy information services is increasingly important.

53,000+

customers supported through assistance programs

5,200+

new service connections to homes and businesses

Advanced **major transit projects**

including the Finch West LRT and the Ontario line

Customers continue to experience **fewer and shorter outages** on average

6 new energy management tools launched



SUSTAINABILITY

Building a brighter future for Torontonians means supporting sustainable growth, resilience and prosperity.

17%

reduction in Scope 1 (direct) emissions compared to baseline year (2019)

200

free energy-efficient heat pumps being installed for eligible income-qualified households

264

EV charger connections facilitated

33%

electrification of our fleet (electric and hybrid vehicles)

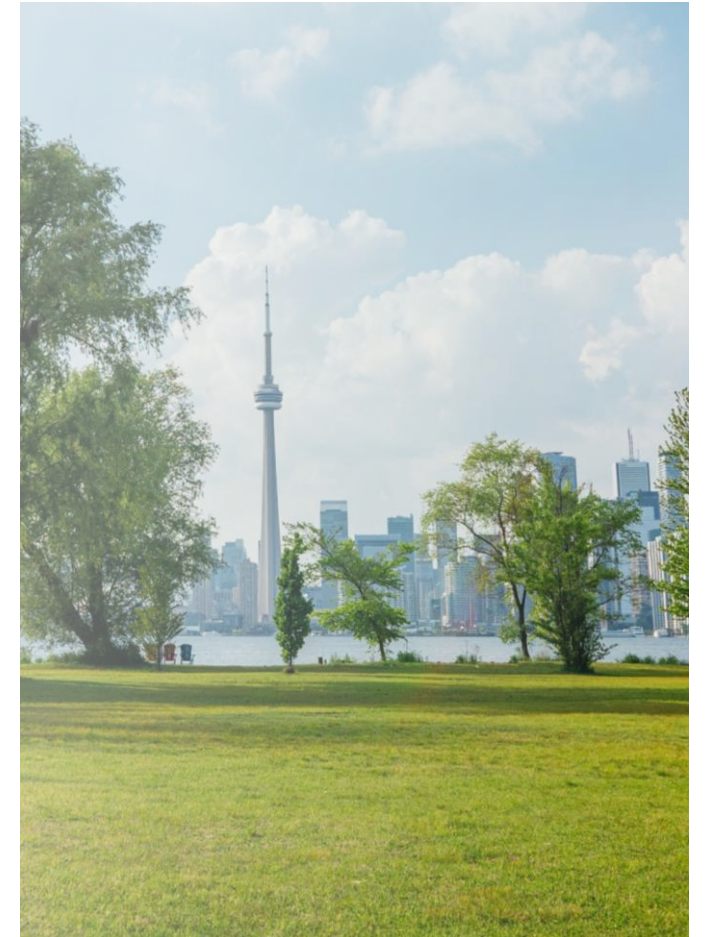
91%

of our waste diverted from landfill

Powered

500+

public EV chargers in partnership with Toronto Parking Authority



SUPPORTING OUR COMMUNITY

We proudly support local initiatives that strengthen communities and bring people together.

Raised over

\$215,000

for United Way and its partner agencies — bringing our total contributions to more than **\$5 million** since 1998

Approximately

\$6 million

invested in student scholarships and awards since 2010



Continued to collaborate with the Centre for Urban Energy at Toronto Metropolitan University exploring ways to **modernize** the electricity grid



Established and raised over

\$775,000

for a dedicated Toronto Hydro fund for burn care and research at Sunnybrook's Ross Tilley Burn Centre

Furthered our **support** for a number of local organizations and community events



LOOKING AHEAD



OUR STRATEGY

Electrifying Communities Today. Building a Brighter Tomorrow.

We implemented a refreshed strategy through three pillars that guide how we plan, operate and deliver for Toronto.

STRATEGIC PILLARS

Operational Excellence

We are transforming how we work and leveraging technology to deliver greater value to customers — through improved safety, customer experience, reliability and affordability.

Responsible Growth

We are creating meaningful value for our customers and shareholder by investing in our grid to support customer connections, infrastructure development and economic growth.

Enable the Future

We are enabling Toronto's energy future by investing in system technology, grid modernization and energy services to empower customers in managing their energy use and costs.

SUPPORTING CUSTOMERS



CONNECTING CUSTOMERS: SPOTLIGHT ON MULTI-UNIT HOUSING

OUR SUPPORT

- **Comprehensive plan** shaped by stakeholder engagement
- Builds on **strong momentum and success** to date
- Clear, actionable **roadmap** to **deliver on service goals**
- Positions us to **scale impact and accelerate transformation** moving forward



MULTI-UNIT CONNECTION ACTION PLAN: MAKING IT FASTER AND EASIER

CUSTOMER EXPECTATIONS

- Simpler and faster processes
- Modernized standards
- Improved cost predictability
- Enhanced customer experience

Average Overall Time to Connect: ~25 WEEKS (Time Reduction Target Coming November 2026)

1

GETTING STARTED

1. Gather key project details, including scope, location and electrical load.
2. Leverage Toronto Hydro tools to review connection feasibility.
3. Submit connection request.
4. Pay pre-design deposit.

19 DAYS

2

CONNECTION DESIGN & APPROVAL

5. Schedule site visit with Toronto Hydro to assess connection options.
6. Provide information for Toronto Hydro to complete design.
7. Receive Offer to Connect from Toronto Hydro, outlining scope and costs.
8. Approve Offer to Connect and submit connection payment to Toronto Hydro.

105 DAYS

3

CONNECTION ENERGIZATION

9. Complete customer side work and coordinate construction
10. Provide ESA Connection Authorization
11. Receive confirmation of completed connection, along with final inspections and testing schedule
12. Connection is energized

57 DAYS

■ **Streamline** reviews, clearer ownership, faster pathways and concurrent workflows to process quicker and easier to navigate.

■ **Expand** early-stage estimates and improve visibility into costs

■ **Expand** supply offerings, transparency with standardized connection approaches, flexible alternatives, and policy requirements

TAKING CLEAR ACTIONS TO REDUCE TIME AND COST

■ **Improve** guidance and outreach so customers have clear information, better support, predictable expectations.

■ **Build on** standards modernization and formalize developer input into ongoing improvements.

■ **Improve** guidance, dedicated centre of excellence with structured intake and end-to-end support.

■ 0 – 6 months

■ 6 – 12 months

■ 12 – 18 months

POWERING A GROWING CITY



TECHNOLOGY AND INNOVATION

