

2025 Environmental, Social and Governance Report

Discover the possibilities



Message from the Chair of the Board of Directors

As the newly appointed Chair of Alectra Inc., I am honoured to succeed Norm Loberg, who stepped down after leading the Board of Directors since Alectra’s inception in 2017. Norm’s steady leadership and tireless dedication were instrumental in bringing Alectra together and establishing a strong foundation of governance, values and performance. On behalf of the Board, I extend our sincere thanks to Norm for his guidance and service as Chair and we appreciate his continued contribution as a member of our Board and its Committees.

The Board remains focused on effective governance and long-term stewardship, including sound oversight of strategy, risk, financial performance, safety and stakeholder relations.

Alectra Inc. and its affiliates, Alectra Utilities Corporation (AUC) and Alectra Energy Solutions Inc. (AES), serve one of the most culturally and economically diverse regions in the country, home to world-class hospitals, universities, industries and Pearson International Airport. To support a growing territory of more than 1.1 million homes and businesses and 3 million people, the company plans to increase its regulated capital budget to approximately \$3.1 billion over a five-year period from 2027 to 2031. Subject to Ontario Energy Board approval, this investment will help ensure that the communities we serve have a reliable electricity supply well into the future.

Operationally, consolidated net income for the year was \$144 million and we invested \$336 million in net capital in the distribution system (excluding general plant). These investments are resulting in dependable reliability and safe electricity services for our customers. Corporately, Alectra Inc. has delivered solid returns to our shareholders while maintaining the important balance between growing shareholder value and providing reliable, affordable service.

Strategically, AES continued to advance competitive electrification and energy sustainability services for commercial and institutional customers, expanding commercial electric vehicle charging installations in St. Catharines and Niagara Falls. AES is also participating in the Independent Electricity System Operator’s (IESO) Long Term Energy Supply Procurement (LT2) request for proposals process, having submitted several solar projects for consideration following three successful battery projects in previous IESO procurements.

At the community level, the AlectraCARES program distributed approximately \$1.12 million (annual budget) to front-line social service agencies, health care centres and educational institutions. Alectra employees raised an additional \$197,235 through cycling, walking and volunteering to support organizations working for the betterment of our communities.

Alectra was recognized again this year as one of Canada’s Best 50 Corporate Citizens by Corporate Knights, one of the Top Employers in the GTA by Canada’s Top 100 Employers and a Prism Certified Company by Imagine Canada for its commitment to corporate giving.

This Report highlights Alectra’s progress and priorities and reflects the Board’s continued focus on value-driven governance, stability and trust. The ongoing support of our Shareholders, and the commitment and oversight provided by the Board of Directors, are appreciated and are contributing to the successes the company is achieving.

Finally, I wish to acknowledge the work that Alectra’s employees carry out every day – often in difficult conditions – to provide dependable service to our customers.



Jane Armstrong

Chair



Message from the President and Chief Executive Officer

Anticipated growth in electricity demand over the coming decades remains a key area of focus for Alectra. The IESO’s 2026 Annual Planning Outlook reports that Ontario’s electricity demand is expected to increase significantly, driven by electrification, economic growth, housing and data centres, with a long-term forecast indicating net annual energy demand growth of 65 per cent to 2050.

Operationally, this load growth – combined with the need to renew distribution assets that are at or near the end of their useful life – underpins Alectra Utilities’ first rate-rebasing application and five-year distribution system plan filed with the OEB in October. If approved by the OEB, the filing will enable critical investments to rehabilitate and replace deteriorating equipment and to deploy grid modernization technologies that customers increasingly depend on to support growth and electrification. Alectra’s plans are supported by more than 80 per cent of the survey respondents and a regulatory decision is expected in the latter half of 2026.

Execution excellence remains essential as severe weather events continue to test system resilience and restoration capability. In March, an ice storm caused significant damage in Barrie and the surrounding region, disrupting service to more than 44,000 homes and businesses as ice accretion brought down tree limbs and power lines. Our team worked around the clock and most customers were restored within 24 hours. This event, together with other severe storms, reinforces the importance of continued investment in grid hardening and customer communications technologies reflected in our OEB filing.

At the same time, we recognize that economic headwinds are creating real financial stress across many of the communities we serve. Through proactive outreach to our most vulnerable customers, we increased Low-Income Energy Assistance Program grants by approximately 11 per cent this year to \$1.67 million. We also re-established a role in supporting the IESO’s Save on Energy conservation programs, helping homes and businesses reduce energy consumption and manage costs.

We continued to advance our values through concrete action. Alectra Inc. successfully completed Phase I of the Canadian Council for Indigenous Business Partnership Accreditation in Indigenous Relations program, and we expect to complete Phase II certification in 2026. In addition, Alectra announced its alignment with federal and provincial “buy Canadian” mandates through procurement practices that prioritize Canadian businesses, suppliers and vendors.

Delivering on our plans also requires a stable and engaged workforce.

In June, Alectra and the Power Workers Union successfully concluded collective bargaining negotiations, resulting in a three-year agreement. We appreciate the dedication and professionalism demonstrated by both bargaining teams throughout this process.

This Annual Report highlights the successes achieved in 2025 and our continued commitment to sustainable business practices. I want to express my appreciation to the Alectra Inc. Board of Directors for its valuable strategic guidance and oversight and to our Shareholders for their ongoing support.

I wish to recognize Norm Loberg for his mentorship, guidance and for the leadership he has provided in building Alectra into the company it is today. Also, a warm welcome to Jane Armstrong who has taken on the role as our new Board Chair.

Finally, this report reflects the talent and dedication of our employees – who are the face of Alectra – and who deliver safe, reliable and innovative energy services to our customers every day.



Brian Bentz
President and CEO





About Alectra

Alectra Inc. (Alectra) is an investment holding company with a head office in Mississauga, Ontario. Alectra owns 100 per cent of the common shares of each of Alectra Utilities Corporation and Alectra Energy Solutions Inc. which, in turn, has two wholly owned subsidiaries: Alectra Energy Services Inc. and Alectra Power Services Inc. Alectra Energy Services has two wholly owned subsidiaries – Util-Assist Inc. and Holland Power Services Inc. as well as a 50 per cent interest in a joint venture (Alectra Convergent ELT-1 Development Holdco Inc.) with Convergent Energy and Power.

- **Alectra Utilities Corporation** (Alectra Utilities or AUC) is the second-largest municipally owned local distribution company in North America, based on the number of customers served, providing electricity distribution services to more than 1 million homes and businesses across a 1,924 square kilometre service territory in 17 Ontario communities including Alliston, Aurora, Barrie, Beeton, Bradford West Gwillimbury, Brampton, Guelph, Hamilton, Markham, Mississauga, Penetanguishene, Richmond Hill, Rockwood, St. Catharines, Thornton, Tottenham and Vaughan. Alectra Utilities also operates a commercial rooftop solar photovoltaic generation business.
- **Alectra Energy Solutions Inc.** (AES) is a progressive and customer-focused energy partner to our communities, stakeholders and customers and provides wholesale metering services for commercial properties. AES’s principal subsidiaries and activities include:
 - **Alectra Power Services Inc.** (APSI) which provides high voltage and street lighting services.
 - **Alectra Energy Services Inc.** (AESI) which provides consulting, installation, operation and maintenance of distributed energy resources.
 - **Util-Assist Inc.** (UA) is a recognized innovator in technology and data-driven solutions for utilities that merge technology with a strategy to streamline processes, boost productivity, enable data-driven business decisions and deliver enhanced customer experiences, thereby transforming how utilities operate and deliver value to their customers.

- **Holland Power Services Inc.** (HPS) operates throughout eastern Canada and the United States to provide emergency power restoration services to regional utilities coping with electricity service interruptions caused by severe weather events.
- **Alectra Convergent ELT-1 Development Holdco Inc.** is a 50 per cent joint venture with Convergent Energy and Power to build and operate a total of 80 MW of battery energy storage in Ontario under a long-term capacity contract with Ontario’s Independent Electricity System Operator (IESO).
- Note: On October 1, 2025, AESI completed the sale of its sub-metering assets.

Sustainability Commitment

As a sustainable company, Alectra is committed to meeting the needs of current and future generations by empowering our customers, communities and employees, protecting the environment and embracing innovation.

Sustainability Framework

The AlectraCARES framework integrates sustainability principles into our fundamental business strategy and operations, thereby contributing to the creation of long-lasting value.



Vision

We will be your trusted energy partner empowering a sustainable and brighter future.

Mission

To provide innovative and reliable energy solutions which deliver lasting value for all.

Values

Safety, customer focus, respect, excellence, and innovation.

Land Acknowledgement

We acknowledge that Alectra’s facilities are on the traditional territories of Indigenous nations in southern Ontario. We extend our utmost respect to First Nations, Métis and Inuit communities, affirming our commitment to cultivating a meaningful relationship. Aligned with the Truth and Reconciliation Commission’s Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples, we recognize this land and water as a symbol of our unwavering dedication to reconciliation.

Expressing gratitude for the privilege to work, learn and grow on this land, we recognize and honour the enduring cultural contributions of Indigenous peoples. Living and working here is a privilege, and we dedicate ourselves to continual learning, active listening and vigorous participation in the spirit of truth, reconciliation and collaboration.



2025 Highlights and Achievements

As the largest municipally owned electric utility in Canada (based on the total number of customers served), Alectra powers the lives of its customers and communities by investing in essential infrastructure, delivering safe and reliable electricity and providing innovative energy solutions.

With customers at the heart of its operations, Alectra prioritizes resiliency, reliability and sustainability to meet the growing needs of over 1 million homes and businesses in its communities. Alectra distributes electricity to one of every five homes in Ontario.

Alectra is more than an energy provider – it is also a partner in supporting strong, resilient communities. Through investments in mental health support, housing, food security and sustainability, Alectra is helping to improve the lives of those in its service area. Guided by transparency, integrity and accountability, Alectra advances strong governance that supports its commitment to operational excellence and sustainable progress.

Environmental

Committed to sustainability and a resilient energy future

- Alectra was recognized as one of the top five Global 25 Most Sustainable Public Sector Corporations, selected from 6,700 public sector entities by Corporate Knights.
- Alectra was also recognized as one of the top two Transmission & Distribution companies within Canada’s Best 50 Corporate Citizens in 2025.
- Alectra submitted its first “rate application” for 2027 – designed with customers at the forefront – to advance grid renewal, resiliency and support sustainable growth.

Social

Committed to empowering people and strengthening the communities we serve

- Alectra was recognized as one of the Greater Toronto Area’s Top Employers for the fifth consecutive year, reflecting its continued commitment to employee well-being, innovation and sustainability.
- Alectra maintains the PRISM Certified “Caring Company” designation by Imagine Canada for its contributions to the community.

Governance

Committed to providing value to our customers and our community shareholders

- Jane Armstrong was appointed Chair of the Board of Directors.
- Norman (Norm) Loberg stepped down from the Chair role which he has held since Alectra Inc. began operations in 2017. Mr. Loberg will continue to serve as a Board Director.
- Elias Lyberogiannis joined Alectra in early 2025 as Executive Vice President of Asset Strategy & Operations, leading the organization’s asset management and engineering functions.





Environmental

Customer-Centred Planning and Investment

Alectra’s customers are at the centre of its strategy as it balances value, reliability and sustainability. Alectra’s planning process is informed by ongoing customer engagement and feedback, helping ensure plans and investment decisions focus on the outcomes customers value most.

In 2025, Alectra focused its investments on:

- Renewing and replacing infrastructure.
- Meeting growing electricity demand.
- Enabling resiliency and modernization.

Renewing and Replacing Infrastructure

Alectra’s distribution system is a connected network that requires ongoing renewal as equipment deteriorates. In 2025, Alectra invested \$251.8 million to renew and replace grid components including:

- An obligation to maintain safe, reliable and sustainable assets that include 270,000 poles, transformers and switches containing 50,795 km of primary and secondary circuits.
- Rehabilitating underground cables to address failing and deteriorated cables.
- Maintaining accurate billing through more than 1 million residential, commercial and industrial meters by replacing smart meters that are failing or nearing end-of-life.
- Supporting operations through investments in enabling assets such as tools, trucks, facilities, computers and software.

Building Capacity: Meeting the Needs of Our Communities

Electricity demand is rising as it supports core infrastructure (including industrial loads such as data centres) and ongoing housing, as well as business growth. In 2025, Alectra invested \$95.6 million to increase distribution system capacity and support timely customer connections by:

- Upgrading substations to expand capacity.
- Adding feeder lines to serve growth areas.
- Accelerating connections and upgrades to support customer projects.
- Working with municipalities and provincial agencies to relocate infrastructure for development and roadwork.

Enabling Resiliency and Modernization

In 2025, Alectra invested \$22.0 million to reduce storm impacts and improve restoration performance as severe weather becomes more frequent. This included:

- Hardening vulnerable grid areas.
- Upgrading emergency restoration systems.
- Deploying smart-grid technology to enhance monitoring and communications, reducing outage duration and improving customer updates.

(All figures listed above do not include General Plant Transition)





Social

Igniting Positive Change

Alectra isn't just delivering power – it's igniting positive change. By investing in mental health support, housing, food security and sustainability, Alectra helps build stronger, more resilient communities. In 2025, the AlectraCARES Community Support Program provided \$1.7 million* to more than 160 organizations dedicated to improving the lives of those in its service area.

252,000

people were given access to food.

540

people were provided with housing support.

31,000

people were provided with mental health support.

1.8 million

pounds of waste was diverted from landfills.

13,000

people participated in conservation activities.

Building Stronger Communities Through Partnerships

Alectra continued to focus on enhancing access to health resources and services in 2025 through multi-term strategic partnerships with:

- Trillium Health Partners Foundation to support equity and mental health.
- The Alectra Fund for Health and Social Innovation with Royal Victoria Regional Health Centre.
- St. Joseph's Healthcare Foundation's mobile mental health nursing clinic.

*This amount includes funds raised by employees and the proceeds of Alectra's charity golf tournament.

- Guelph General Hospital's new community-based hub for women's health imaging.
- William Osler Health System's groundbreaking Butterfly Approach for dementia care in the new Peel Memorial Hospital.

Alectra's other longer-term partnerships in 2025 helped some of the community's most vulnerable by providing safe, subsidized transitional housing across the entire Niagara Region with the YWCA Niagara Oakdale Commons shelter and emergency housing for women and children in the Mississauga area with Armagh House's new women's shelter.

Enhancing Quality of Life for Vulnerable People

Alectra is committed to helping communities thrive by providing meaningful support to address food insecurity, prevent homelessness, strengthen mental health and advance neighbourhood sustainability initiatives. In 2025, Alectra:

- Supported over 31 organizations that address food insecurity – funding that helped distribute over 2 million meals to those in need and support 250,000 people in Alectra's service area.
- Invested approximately \$203,000 in local frontline agencies that help people experiencing homelessness, helping 185 people find sustainable housing and provide 540 people with housing support.
- Invested \$354,000 in 23 local mental health programs, helping to provide 62,000 hours of care.

Environment and Sustainability

Alectra continues to support community-led initiatives that foster sustainability. In 2025, it invested \$81,000 to support environmental initiatives responsible for engaging 13,000 individuals in programs and events throughout Alectra's service territory, planting more than 20,000 trees and shrubs and helping to divert 1.8 million pounds of waste from landfills.

Furthering Indigenous Partnerships and Reconciliation

Alectra strives to build meaningful relationships with Indigenous communities and strengthen these connections. In 2025, Alectra provided \$61,000 in support to Indigenous owned or led organizations, including the Niagara Regional Native Centre's food security program and The Odeiwin: Connect Community Project which creates spaces for elders, knowledge keepers and the community to learn and heal together.

Fostering Equity, Diversity and Inclusion

Alectra expanded its focus on equity, diversity and inclusion (ED&I) in 2025, directing \$201,000 to support community organizations dedicated to advancing inclusive communities where everyone feels safe, valued and empowered.

Supporting Brighter Futures

Alectra invests in future leaders through scholarships that promote sustainability, equity and innovation including:

- The Alectra Equity, Diversity and Inclusion Scholarship, awarded in 2025 to Shafiq Ebrahim at DeGroot Directors' College at McMaster University.
- The AlectraCARES Bursary, awarded to five Electrical Technician students at Sheridan College in 2025 to help cover the costs of tuition, textbooks and supplies.
- Alectra's \$84,000 commitment for the Alectra ED&I Undergraduate Awards Scholarship at York University's Faculty of Environmental and Urban Change, providing a total of eight awards over four years.
- The OEN's Sustainable Development Scholarship, awarded to Olivia De Simone, a project management intern in grid innovation at the GRE&T Centre entering her final year in Electrical Engineering at McMaster University.



Governance

Board of Directors



Jane Armstrong¹
Chair of Board



Norm Loberg
Past Chair



Gerry Beasley
Chair - AFRM



Ricardo Costa²



Steven Del Duca
Mayor



Sean Donnelly
Chair - DC



Jennifer Fang
Chair - CG&N



Dr. Giuseppina D'Agostino
Chair - P&S



Matt Harris
Councillor



Andrea Horwath
Mayor



John Knowlton³



Matthew Little⁴



Alex Nuttall
Mayor



Frank Scarpitti
Mayor



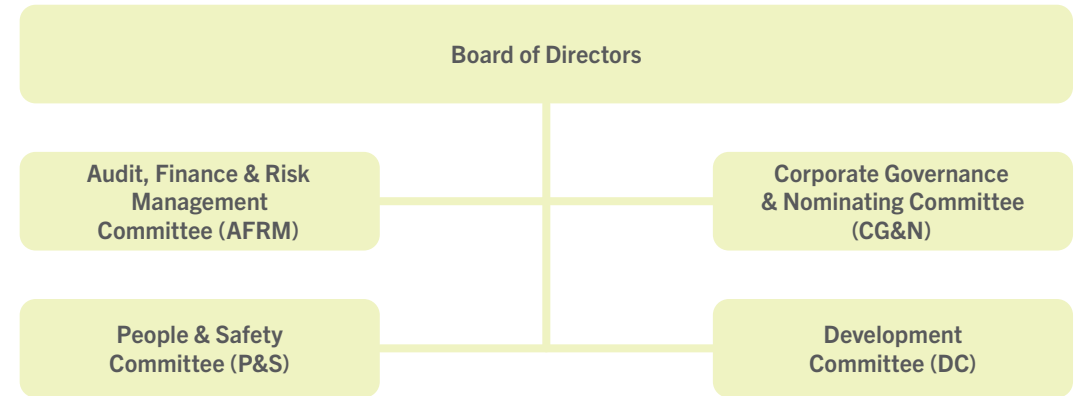
Nadira Singh



Alectra has a strong governance model – one that is focused on sustainability and promotes diversity and inclusion. Our Board representation is intentionally balanced: perspectives from our municipal shareholders are blended with independent directors from the private sector. That combination gives us a broad, grounded view – connecting community expectations with business discipline – so the needs of our customers and the communities we serve are consistently reflected in our decision-making.

— Jane Armstrong, Chair, Alectra Inc. Board of Directors

- Board of Director changes - effective:
1. April 26, 2025 – newly appointed Chair
 2. March 7, 2025 – new Board member
 3. May 1, 2025 – outgoing Board member
 4. May 1, 2025 – incoming Board member



The **Audit, Finance and Risk Management Committee** is to assist the Board in fulfilling its oversight responsibilities for the reliability and integrity of the Corporation’s financial reporting, business financial planning, system of internal controls, internal and external audit programs, ongoing compliance with legislation, regulations and internal policies, and risk management program.

The **Corporate Governance and Nominating Committee** is to assist the Board in fulfilling its oversight responsibilities and gaining reasonable assurance as to the effectiveness of corporate governance, board, committee and director effectiveness, board renewal, nominations and appointments, ESG strategies and outcomes, including embracing a culture of sustainability and community presence, and to monitor compliance with the Unanimous Shareholders Agreement.

The **People & Safety Committee** is to assist the Board in fulfilling its oversight responsibilities by gaining reasonable assurance as to the effectiveness of the Corporation’s relationship with the CEO; executive compensation and conditions of employment; CEO and executive performance and succession planning; human resources policies and plans, including compensation and benefits plans, culture, equity, diversity and inclusion; and environment, health and safety matters.

The **Development Committee** is to assist the Board in fulfilling its responsibilities for achieving the Board-approved strategic growth targets, consistent with the Corporation’s evolving strategic and business plans by reviewing the options for achieving growth and providing oversight with respect to management’s recommendations regarding how to prioritize and take advantage of these options in the short and longer term; providing oversight of the development of the Corporation’s plans for growth of the regulated and non-regulated businesses, working with management and its advisors; enabling the execution of the Corporation’s strategic growth plans as approved by the Board; and reviewing management recommendations and, where appropriate, approving acquisitions or investments in growth opportunities and divestitures.



Governance

Executive Committee



Brian Bentz
President & CEO



Danielle Diaz
Executive Vice President &
Chief Financial Officer



James Douglas
Executive Vice President,
Customer Experience



Barb Gray
Executive Vice President,
People & Transformation



Elias Lyberogiannis
Executive Vice President,
Asset Strategy & Operations



John Matovich
Executive Vice President,
Energy Solutions & Growth



Vinay Mehta
Executive Vice President,
Legal, Strategy & Corporate Secretary

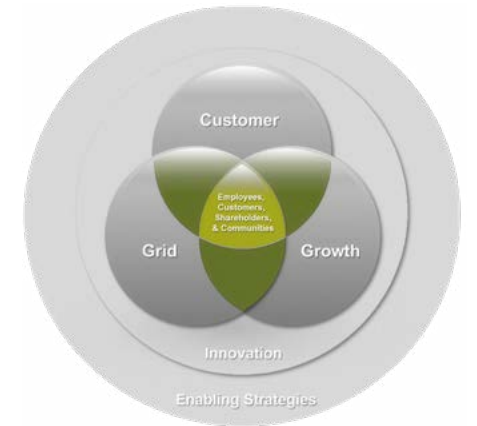


Julia Zhu
Executive Vice President,
Chief Digital & Innovation Officer

Strategy

At the centre of Strategy 2.0 are **People** [Stakeholders]

- Investing in our **Employees**.
- Delivering value to our **Customers**.
- Generating long-term value for **Shareholders**.
- Supporting our **Communities** where we work, live and volunteer.



Strategic Pillars:

Customer Experience is to build trusted, data-driven and seamless relationships with customers by leveraging technology, proactive engagement and integrated service channels.

Grid Modernization transforms Alectra’s legacy infrastructure into a resilient, intelligent and flexible platform, enabling two-way energy flow, enhanced customer choice and integration of next-generation technologies.

Enterprise Growth evolves Alectra into an integrated energy solutions company by expanding both regulated and non-regulated businesses, enhancing customer offerings and creating sustainable value through innovation, M&A and platform development.

Sustainable financing, advocacy, culture, technology and continuous innovation and integration serve as key enablers that support Alectra’s strategic pillars.



Customer Bill Breakdown

Alectra is responsible for paying 100 per cent of the bill — including generation, transmission, taxes, and all other charges owed to third parties — even if the customer does not pay.

Generation: is approximately 44 per cent of the costs on the bill. These costs are for the electricity created by various power producers (i.e., nuclear, hydroelectric, natural gas, wind and solar).

Delivery:

- **Alectra’s Delivery Charge:** is approximately 26 per cent of a customer’s bill, which covers Alectra’s costs. The cost of building and maintaining the distribution system, including overhead and underground power lines, poles and transformer stations, as well as meter reading, billing, customer service and account maintenance, and general utility operations.
- **Hydro One’s Transmission Charge:** Costs paid to Hydro One to operate and maintain the high-voltage transmission system carrying electricity from generating stations to Alectra’s territory.
- **Line Loss Adjustment:** It is normal for a small amount of power to be lost as it travels over the utility’s power lines to your home or business.

+ **Alectra Distribution (\$35.90)**
 + **Transmission & Other Delivery charges (\$16.04)**
 = **Delivery (\$51.94)**

***Taxes:** include the Harmonized Sales Tax (HST) at 13 per cent. HST is calculated before applying the Ontario Electricity Rebate and is therefore above 13 per cent.

Regulatory Charges: are additional charges that are set by the OEB and others.

Alectra Utilities Sample Monthly Bill (Based on monthly usage of 750 kWh)

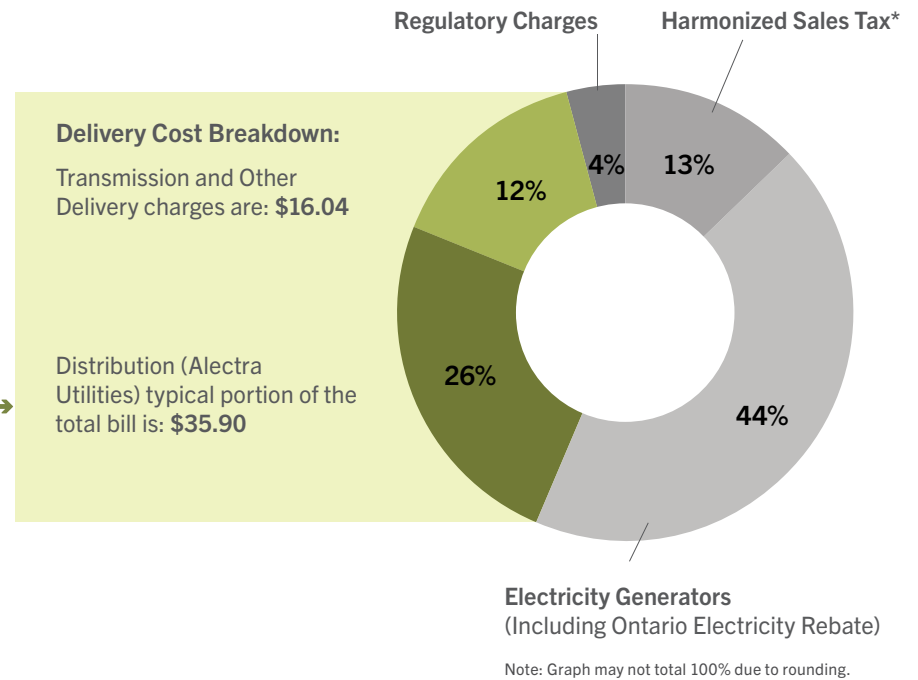
Account Number:
000 000 000000 0000

Meter Number
00000000

Your Electricity Charges

Electricity	
135 kWh On-Peak @ 20.3 c/kWh	\$27.41
135 kWh Mid-Peak @ 15.7 c/kWh	\$21.40
480 kWh Off-Peak @ 9.8 c/kWh	\$47.04
Delivery	\$51.94
Regulatory Charges	\$4.90
Total Electricity Charges	\$152.48
HST	\$19.82
Ontario Electricity Rebate	(\$35.83)
Total Amount	\$136.47

*HST is calculated before applying the Ontario Electricity Rebate and is therefore above 13%.





Financials

Selected consolidated financial information¹

Year Ended December 31, 2025 (C\$M)	2025	2024*
Operations		
Revenue		
Distribution revenue	733	797
Electricity sales	3,622	3,306
Other revenue	181	28
	4,536	4,351
Expenses		
Cost of power	3,523	3,356
Operating expenses	444	448
Depreciation and amortization	203	204
	4,170	4,008
Income from operating activities	366	343
Net finance costs	(105)	(108)
Foreign exchange loss	(1)	0
Net loss on derecognition of property, plant and equipment and intangible assets	(7)	(12)
Gain (loss) on fair value of contingent consideration	1	(4)
Share of net loss of joint ventures, net of tax	(1)	0
Income before income taxes	253	219
Income tax expense	(70)	(61)
Net income from continuing operations, net of tax	183	158
Net income from discontinued operation, net of tax	44	9
Net income for the period	227	167

Year Ended December 31, 2025 (C\$M)	2025	2024
Balance Sheet Summary		
Total assets	6,851	6,611
Loans and borrowings (includes short-term debt)	2,775	2,874
Total shareholders' equity	2,037	1,886
Property, plant & equipment, goodwill & other intangible assets	5,950	5,699
Cash Flow Summary		
Cash at beginning of year	40	21
Net cash from operating activities	721	501
Net cash used in investing activities	(414)	(552)
Net cash (used in) from financing activities	(291)	70
Cash, end of year	56	40
Other Financial Statistics		
Net income (before net movements in regulatory balances) ²	144	139
Adjusted funds from operations	451	282
EBITDA (before net movements in regulated balances) ³	396	458

¹ Consolidated financial information is derived from the audited consolidated financial statements for Alectra Inc.

^{2,3} These balances are calculated based on Modified IFRS as determined by the OEB, which includes certain other regulatory balances not recognized for financial statement purposes under IFRS.

*The comparative information has been re-presented due to the discontinued operation. Refer to Note 7 in the Consolidated Financial Statements.

For detailed financial information, please view [Alectra Inc. 2025 Consolidated Financial Statements](#).

For more insights and information, please view [Alectra Inc. 2025 MD&A](#).



Performance Tables

Environmental

	Units	2017	2018	2019	2020	2021	2022	2023	2024	2025
Grid Resiliency										
Net Capital Investment in Distribution System (excluding general plant)	\$ million	243	221	232	225	232	206	250	297	336
Reliability										
SAIDI (MEDs and LOS Removed)	hours / customer	0.8	1.04	1.07	0.95	0.98	0.88	0.83	0.75	0.88
SAIFI (MEDs and LOS Removed)	# of interruptions / customers	1.11	1.33	1.26	1.18	1.15	1.07	1.06	1.08	1.26
Water Consumption										
Water Consumption	m ³	32,712	30,063	28,518	27,696	25,418	25,940	25,456	13,471	13,585
Spills										
Significant Spills (over 500 litres)	Number	2	6	8	1	8	7	1	0	1
GHG Emissions (AUC – Controllable)										
Scope 1 Emissions	tCO ₂ e	8,505	8,230	7,011	6,469	6,918	6,565	9,750	7,694	7,783
Scope 2 Emissions	tCO ₂ e	369	819	873	787	835	883	878	731	760
Total GHG Emissions	tCO ₂ e	8,873	9,049	7,884	7,257	7,753	7,448	10,628	8,425	8,543
GHG Emissions by Source (AUC – Controllable)										
Facilities	tCO ₂ e	2,275	2,720	2,599	2,177	2,334	2,591	2,583	2,153	2,474
Fleet	tCO ₂ e	5,658	5,499	5,194	4,333	4,855	4,693	4,574	4,376	4,515
Grid (SF ₆)	tCO ₂ e	940	830	92	747	564	165	3,471	1,896	1,554
Total GHG Emissions	tCO ₂ e	8,873	9,049	7,884	7,257	7,753	7,448	10,628	8,425	8,543
GHG Emissions (AUC – Uncontrollable)										
Line Losses	kWh	842,827,478	828,317,155	880,333,111	876,979,391	873,452,131	862,771,950	837,784,141	853,961,760	911,721,176
Line Losses	tCO ₂ e	14,646	22,746	23,294	25,837	28,378	30,643	29,756	30,330	32,382

Emission Factors are reviewed and verified on an annual basis. Data is based on actuals or best available information at this time.

AUC – Alectra Utilities Corporation

LOS – Loss of Supply

MEDs – Major Event Days

SAIDI – System Average Interruption Duration Index

SAIFI – System Average Interruption Frequency Index

kWh – Kilowatt-hour

m³ – Cubic metre

tCO₂e – Metric tonnes (t) of carbon dioxide (CO₂) equivalent (e)



Performance Tables

Social

	Units	2017	2018	2019	2020	2021	2022	2023	2024	2025
Employee and Contractor Safety										
LTIFR	LTI per 200,000 hours worked	0.24	0.21	0.36	0.17	0.55	0.25	0.08	0.27	0.16
Hazard-related Proactive Reporting ¹	Number	125	129	113	55	61	56	108	173	199
Employees										
Total Number of Employees	Number	1,500	1,510	1,446	1,440	1,534	1,526	1,518	1,538	1,602
Employee Turnover Rate	%	N/A	7.70%	8.50%	5.70%	8.90%	9.70%	7.66%	6.47%	5.81%
Training and Development										
Average Hours of Training per Year per Participant	Hours	N/A	4.15	16.50	10.10	12.70	25.44	22.40	22.30	26.59
Women at Various Levels										
Executive Management (C-Suite, EVP and SVP)	% Women	0%	19%	19%	19%	14%	25%	32%	38%	38%
First-Level Management (Below Executives)	% Women	N/A	34%	31%	31%	35%	37%	33%	33%	33%
Student (Co-op and Intern)	% Women	N/A	N/A	N/A	N/A	N/A	37%	33%	39%	41%
Total Workforce (Permanent & Temporary)	% Women	33%	31%	32%	32%	32%	33%	33%	34%	33%
Unions										
Employees Covered by a Collective Bargaining Agreement	%	62%	60%	63%	61%	62%	61%	60%	59%	58%
Community Investment – Annual Budgets										
Community Investment	\$ million	0.90	0.84	1.12	0.90	0.92	1.30	1.39	1.39	1.12

Data is based on actuals or best available information at this time.

¹ Hazard-related Proactive Reporting – data (revised) includes all proactive reports (Hazard Concerns and Near Misses)

LTI – Lost Time Injury

LTIFR – Lost Time Injury Frequency Rate

% - Percent



Performance Tables

Operational

	Units	2017	2018	2019	2020	2021	2022	2023	2024	2025
Electric Utility										
Number of Customers Served (AUC)	Number	987,000	991,103	1,054,614	1,062,041	1,069,684	1,076,538	1,082,647	1,086,178	1,091,380
Electricity Delivered in Alectra Service Territory	GWh	24,397	25,437	26,490	26,211	26,400	26,969	26,731	27,174	27,865
Energy Use										
Energy Use (Facilities)	GJ	100,090	104,929	103,957	93,123	92,116	98,390	98,574	81,420	86,880
Distribution										
Total Primary and Secondary Circuits (wire)	km	26,421	39,705	41,937	42,072	42,888	50,795	51,073	51,137	51,191
Total Primary Circuit (wire – O/H and U/G)	km	19,852	19,897	21,112	21,170	21,581	21,684	21,963	22,158	22,268
Number of Distribution Transformers	Number	113,622	113,675	120,961	120,902	127,086	127,149	128,895	129,872	130,142
Number of Municipal Transformer Stations	Number	159	155	155	150	149	149	149	149	148
Number of Transformer Stations	Number	12	13	13	14	14	14	14	14	14
Number of Utility Poles and Pole Structures	Number	167,973	123,737	134,407	134,071	135,523	136,452	137,562	136,974	138,079
Power Generation										
Total Solar Generation (FIT)	MWh	26,224	25,702	25,543	26,923	25,926	25,525	24,148	23,983	22,682

Data is based on actuals or best available information at this time.

FIT – Feed-In Tariff

O/H – Overhead

U/G – Underground

GJ – Gigajoule

GWh – Gigawatt-hour

MWh – Megawatt-hour

km – Kilometre



Performance Tables

Governance

	Units	2017	2018	2019	2020	2021	2022	2023	2024	2025
Board ED&I	% Women	31%	36%	29%	29%	29%	36%	36%	39%	29%
Board Independence	% Out of 100%	62%	57%	57%	57%	57%	57%	57%	62%	64%
Customer Satisfaction										
Customer Satisfaction (UtilityPULSE)	% Out of 100%	88%	91%	93%	93%	92%	94%	94%	**	**
Customer Satisfaction (J.D. Power Index) ¹							719	697	703	703

Data is based on actuals or best available information at this time.

¹ In 2025, Alectra achieved an overall satisfaction of 703 on 1000 point scale. Alectra has commissioned J.D. Power to conduct customer satisfaction research on our behalf.

ED&I – Equity, Diversity, and Inclusion

% – Percent

2025 Environmental, Social and Governance Report

Alectra's family of energy companies distributes electricity to more than one million homes and businesses in Ontario's Greater Golden Horseshoe area and provides innovative energy solutions to these and thousands more across Ontario and beyond.



Please contact us for more information about Alectra and our efforts to create sustainable value in the energy sector.

Alectra Head Office
2185 Derry Road West
Mississauga, ON L5N 7A6

alectra.com

Georgian Bay

Penetanguishene

Lake Simcoe

Barrie

Thornton

Alliston

Beeton

Tottenham

Bradford

Aurora

Markham

Richmond Hill

Vaughan

Brampton

Mississauga

Rockwood

Guelph

Lake Ontario

Hamilton

St. Catharines

