



2025 - 2030

STRATEGIC DIRECTION

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Introduction

A Value-Focused Energy Leader for Our Times

The Oshawa Power Group of Companies (herein referred to as *The Group*) is maturing as an influential leader and partner contributing to the energy transition in Ontario.

It includes Oshawa Power, which is responsible for delivering safe, reliable and affordable energy to residential, commercial and industrial clients in Oshawa and Durham Region.

Through our EnerFORGE initiatives, we are earning our place as an innovative and entrepreneurial energy leader — one that meets the new and evolving challenges of climate change, sustainability, and accelerated growth in our own communities.

As an organization, we honour our core values of safety, stewardship, innovation and customer focus. Every day we demonstrate care for people by working to earn the trust of our customers, staff and shareholder through consistently delivering value with reliability and affordability. We take pride in having the courage to act.



*Our strategic direction
is simply stated:*

**We are building
a responsive
organization that
delivers exemplary
value by executing
with creativity,
intelligent positioning,
and entrepreneurial
spirit.**

Organizational Profile

The Group is a wholly owned organization of the City of Oshawa, with more than 100 employees, a rapidly increasing asset base of over \$270M and an annual operating budget of approximately \$170M.

At our core, we are an enabler of critical energy and infrastructure for the City of Oshawa and in communities across Ontario.

The Group also incorporates several assets outside the regulated framework of traditional utilities – this includes energy generation, services, a broadband communications business, and both new and existing technologies enabling the energy transition.

In these areas we are helping to build a diverse and sustainable community for the next generation. This includes contributing an attractive return for our shareholder, the City of Oshawa.



The Group owns and operates three lines of business, managing four core activities: electricity distribution; sustainable energy generation; infrastructure and solutions; and broadband services. With the organization continuing to grow and diversify its business, our affiliate organizations are working together to build a better, more sustainable and resilient future.

They are:



Oshawa Power is a regulated local electricity distribution company licensed and rate-regulated by the Ontario Energy Board (OEB) under the Ontario Energy Board Act, 1998. It is dedicated to delivering a safe and reliable supply of electricity to more than 63,000 homes and businesses across Oshawa.



EnerFORGE provides innovative energy solutions to organizations across Ontario. It operates infrastructure that includes developing, constructing, and operating renewable and low-carbon energy assets to help build a more sustainable future.



Durham Broadband is the region's largest fibre optic network, connecting Durham Region to the world with ultrafast, reliable, and low-cost communications solutions. It offers custom solutions for institutional, enterprise, and small and medium-size business (SMB) customers. It has been serving local institutions on its dark-fibre network for almost 20 years.

Strategies Designed for a Dynamic Landscape

This strategic plan reflects The Group’s response to several pivotal issues, intersecting trends, and pressure points in the operating environment. It means the organization must be deliberate and intentional with its focus and execution going forward.

The Group has a tremendous opportunity to build on its history and past successes, including more than 130 years as a traditional utility, by positioning itself as a leader in the energy transformation that is sweeping the sector. The organization’s active engagement in the electrification readiness planning process enables a vision aligned with energy regulators, producers and distributors.

The Group is at a strategic inflection point — it has a new, dynamic leadership team and, at the same time, it needs to have more focused effort and optimized allocation of resources to grow its future impact. Leadership must balance investment in talent and infrastructure with financial and human resources limitations.

Limitations can be mitigated through innovative partnerships, growing returns on renewable energy investments, as well as strong relationships of trust with the shareholder, industry partners, and employees.

Returns will also depend on the organization’s ability to innovate, execute, and take on measured risk. The Group must navigate the risks and opportunities as they pursue the vision of being a leading energy partner.

Building the Foundations for Growth and Economic Prosperity

We are a driving force behind the evolution of critical services and innovations that allow our city to grow and develop as a premier place in which to live and do business.

The Group achieves scale through intense capital investment, development activities, and partnerships. A renewal of management and leadership focuses on proactively deepening community service and stakeholder trust.

We understand the growing role we can play in the day-to-day lives of our customers. Through a focus on innovative and sustainable energy and communications solutions, we connect local communities, develop local economies, enable growth and development, and strive to improve quality of life for our customers with energy empowerment and resiliency.



Context for Our Strategy: Energy Transformation

The energy sector is experiencing rapid demand for diversified and distributed approaches to energy delivery. The introduction of a transactional energy model has the long-term potential to upend market and distribution systems. In generation, an increasing reliance on nuclear power and new, greener forms of energy generation will require partnerships to ensure seamless, reliable “last mile” delivery. In addition, broader economic, regulatory, and environmental trends are shifting the market for energy services and delivery.

Economic Shifts Impacting Market Costs


High-interest rates, rising costs and inflation are important pressures with impacts on operating costs and long-term capital investments. High-interest rates, for example, affect The Group’s ability to take on debt (costs of capital expected to ease in the medium term). These factors also influence consumer expectations and demands for reliable energy at a reasonable cost. Economic pressures of higher inflation and interest rates, together with financial uncertainty have also affected our customers.

Accounting for Regulatory Uncertainty

Political uncertainty and policy changes, new granting/funding models, as well as significant opportunities for growth in the unregulated sector influence choosing a preferred strategic approach. Significant shifts in carbon pricing will affect how the sector can best address issues of energy efficiency. The organization must be proactive and flexible in taking advantage of new granting and consumer incentive programs. It must also manage relationships with important partners such as the Ontario Energy Board (OEB), the Independent Electricity System Operator (IESO) crown corporation, regional partners and the City of Oshawa.

Societal Focus on the Environment, Renewable Energy and Climate Change

Major societal shifts are influencing the need to transition towards green energy production and sustainable consumption. Consumers are price conscious, which requires balancing their desires with realities of economic constraints. Energy consumers are demanding more choice in the delivery of energy, goals such as “Net Zero” and a desire to see concerted efforts in making investments in sustainability. Our ability to react to heightened frequency and severity of extreme weather events and changes to policy on climate will influence and drive change.



Areas for Potential Growth in the Energy Sector

Two major components will contribute to The Group’s growth. First, the traditional, rate-regulated utility where the priorities are to maintain cost efficiencies, reliability and affordability for the customer while delivering regulated rates of return. Second, the non-regulated business lines, which prioritize low-carbon and green energy solutions such as solar generation, wind power, district energy supply, and e-mobility infrastructure along with utility adjacent services.

Context for Our Strategy: Rapid Innovation and Advancement of Technologies

Changes and opportunities driven by technology will continue to affect energy service delivery, customer interactions, and internal processes. They will drive urgency in making investments in technology, not only to meet evolving expectations, but also to optimize experiences and create new efficiencies and revenue streams.

Revolutionary technologies such as improved natural language processing and augmented reality will create a new operating model for customer and employee interactions. Internal processes are transforming with commoditized automation, maturing machine learning, and evolving data analytics.

Grid and energy management, both in front of and behind the meter, will grow in scope and sophistication, introducing new opportunities, as well as the need to invest intelligently into winning technologies while filtering out the transient ones.

As the digital and automated footprint increases, so will cyber security risks and the need to invest in their defenses. Decentralization of workforce and systems, the increased blending of IT and OT, and the emergence of new disruptive technologies will lead to a greater risk of attack, requiring investment in greater controls to prevent and mitigate any negative consequences.

Fast-Growing Demand and Changes in Local Market

Fast-paced growth in local markets including major new commercial builds will heighten the urgency to invest in upgrading existing infrastructure while delivering on promises to deploy new capital projects to meet customer needs. Included in the economic development of the region are several priorities that focus on electrification and deployment of new energy technologies.

The growth of local educational institutions is becoming a greater part of the fabric and conversation in the region, which will aid in any energy demand and conservation efforts while supporting the development of local talent pools. Additionally, changes to the competitive landscape will influence the timing and sequencing of strategic moves. For example, OPG’s plans to establish a new corporate HQ in the City of Oshawa will draw increased attention to the local energy sector, spurring new partnership opportunities for Oshawa Power, increasing competition for local talent, and adding new players to the race to be the provider of choice for electricity delivery.

Internally, these changes will affect our ability to recruit and retain the best talent in the region. A tight labour market pushes us to be an “employer of choice” with leading practices consistent with implementing an effective workforce strategy. To become an “employer of choice”, The Group will need to lead with a strong culture that demonstrates respect and a commitment to employee development and inclusion.

Additional Considerations for Strategy Design

Alignment with Shareholder Priorities

The Group’s ability to make strategic investments, innovate and address opportunities and constraints remains dependent on a strategic alignment and increasingly synchronous relationship with its shareholder, the City of Oshawa. This requires strong teamwork, trust, communication, and a model of shared risk going forward. By working closely with shared priorities, we can enable growth and development in our community while continuing to deliver an improved level of service to customers across Oshawa.

Enabling Execution

The Group’s ability to execute will rely on its employees and partners, experience in financial stewardship, and response to the demographic changes in the workforce. We will build capacity through positive employee experiences and optimizing business processes through digital transformation and cyber security to enhance business capabilities. Growth will also be impacted by optimal corporate structure, resource deployment, communications and delivering on consumer and shareholder expectations.



Vision Statement

Be a trusted partner and leader in the energy sector today and tomorrow.

We are dedicated to helping our community achieve its goals through energy empowerment with cleaner and better ways of producing and distributing power through the energy transition. As an organization deeply rooted in the region, we have driven innovation and change in the energy sector for more than 130 years — we will continue to lead as the preferred source of choice for energy generation and services moving forward. *The Group* will be a credible and reliable partner to our customers in the city, region, and industry.

Mission Statement

Empowering customers to thrive through the evolving energy transition.

Through our core operations, we will deliver continuing value and consistency of energy to our customers while guiding decisions during their journey through the energy transition. Leveraging our ability to act with agility across our geography, we will deliver innovative products and services that enhance customer and partner value. From consistent and responsive power distribution to on-site power generation via low-carbon solutions, we will help drive industry and consumers alike to achieve their goals for a cleaner, more sustainable tomorrow.

Our Values

Safety

We remain dedicated to always keeping both our community and employees safe. We are proud to offer continuous safety communications and training to both our customers and workforce.

Stewardship

We are dedicated to supporting the community's efforts to drive energy resilience via advocacy, openness, and storytelling.

Innovation

Remaining outwardly focused to ensure we uphold a competitive advantage in our industry while fostering an agile and entrepreneurial mindset.

Care for People

We always treat our employees, customers, and community partners with respect and look to grow together with trust and integrity. We encourage open dialogue, trust, and collaboration.

Courage to Act

We gain strength from challenges and tough decisions. We are not afraid of failure. We thrive on learning and development to support change and continuous improvements that benefit our stakeholders.

Customer Focus

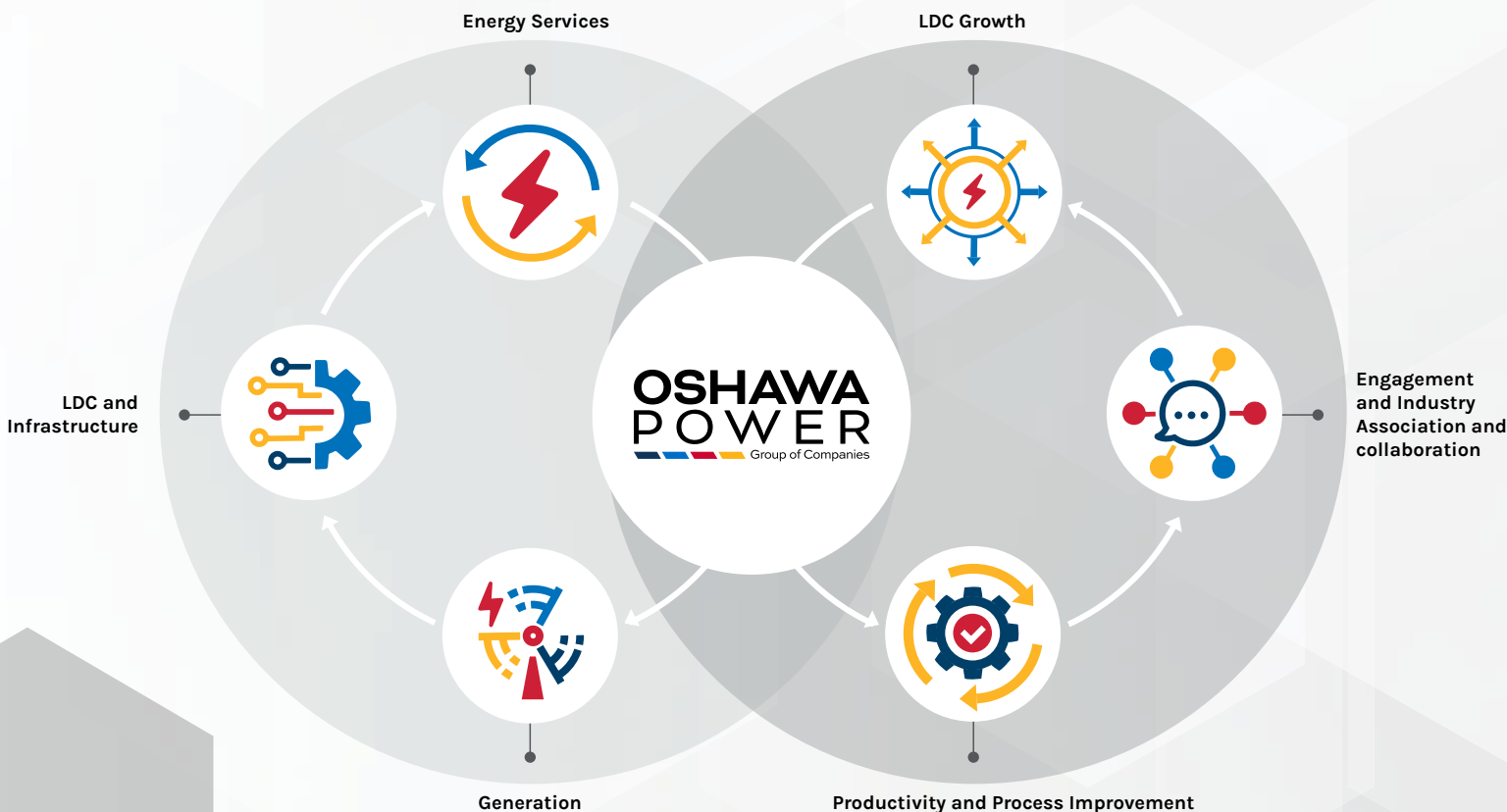
Empowering and educating our customers while providing better service and transparency is key to our operations. With the customer in mind, we drive our decisions to safeguard mutual value.



Framing a Strategic Direction for the Organization:

The Group will unlock its strengths in the energy space and align its focus on the stewardship of energy to provide greater overall returns for our shareholder as well as assist in the development of energy infrastructure throughout Durham Region and beyond.

The Group will continue transforming its work with more robust digital enhancements to provide customers with a secure and more efficient service. There is a growing opportunity for civil and infrastructure partnerships in our region, and at the same time, a prudent and disciplined approach to pursuing opportunities is required. The Group will calibrate its strategy accordingly.



Desired Outcomes and Measures

High Performing Team

With the development of a strong policy governance model, focused communications, talent and retention strategies, The Group has a goal of becoming a high performing team and a Top 50 employer. We will measure employee engagement through a variety of tools and regular touchpoints by leaders with their teams and through an annual formal satisfaction survey.

Growth

City development will ensure natural customer growth. With a deliberate, focused effort on energy, growth will be driven by an increased footprint in the unregulated space generating higher margins, a bolstered asset base, and increased organizational ROI. (See Appendix.)

Operational Efficiency

Through our modernization and innovation agenda, and with the deliberate execution of our Capital Plan, we will efficiently manage our operating resources within our regulatory environment and maintain our Regulated Rate of Return. Oshawa Power will preserve its Cohort 2 status.

Community and Partner Engagement

As The Group strengthens their reputation to deliver on projects and puts a focused effort on resources to pursue opportunities, we will see more access to funding opportunities for innovative solutions while creating stronger partner relationships in the Community. This will be measured through number of requests to participate and project experience surveys with a goal of becoming a preferred energy partner in the Durham and surrounding area.

Digital Maturity

IT & cybersecurity will become second nature for all employees, minimizing attack surfaces and safeguarding our organization. Automation and seamless integrations will be ubiquitous, enabling targeted best of breed solutions to drive operational excellence, efficiency, and data-driven, value based decision making. We will measure success through improvements to our OEB cyber security reporting.

Advocacy

The Group aims to strengthen its advocacy role for its customers and the community by being forward-looking and working with the industry, constituents, and regulators through participation and demonstrating progressive improvements to its stewardship of resources.

GRID: Our Four Strategic Priorities for 2025–2030

The four following strategic priorities for Oshawa Power Group of Companies emphasize partnership – with our customers, community, and service delivery partners and their impact to the sustainability of the grid.

They leverage our foundational strengths, including distribution expertise, innovation and collaborative approach. They also embrace an active role in the energy transformation, for our community and beyond, by creating conditions for success and building on traditional strengths with our sustainable advisory services and energy solutions.

Opportunities within the four priorities are reviewed in the Management Guideline in Appendix 2.



Growing Green Energy Generation and Services



Realigning Priorities to Achieve Consistent Stakeholder Value



Investing in Civil & Infrastructure Services



Delivering Through a High Performance Environment





Growing Green Energy Generation & Services

The Group is committed to sustainability and creating a greener future. As we expand our knowledge in renewable energy and implement dedicated ESG reporting, we will consider long-term projects or investments that enhance our position, and that of our community and shareholder.

Through EnerFORGE, The Group has developed experience and a record of accomplishment through its portfolio of a combined installation of 3.5 MW of power, including 2.35MW wind turbine, 633kW biogas generator and solar projects across Ontario. In addition, we are involved in innovative distributed resource grid solutions, including Battery Energy Storage Solutions.

Power Generation

This objective involves pursuing renewable energy resources that bring value to our customers, community and shareholder.

The demand for clean energy is expected to grow, along with opportunities to leverage EnerFORGE's project management, infrastructure delivery capabilities, and record of accomplishment to help customers find customized energy solutions for their unique needs and ambitions.

Solutions could include solar generation (potentially in the form of an innovative combination of roof and energy storage offerings), wind generation, as well as battery storage where appropriate.

Energy-as-a-Service

EnerFORGE also has strategic opportunities to become a provider of Energy-as-a-Service, employing operational excellence to build, own, and operate energy infrastructure that brings value to customers as well as long-term cash flows for EnerFORGE.

Leveraging its strengths in energy advisory, technology, client relationships, and project management, EnerFORGE will assess existing and emerging technologies to contribute to a more sustainable energy landscape.



Partnering on an Electric Bus Pilot Project

In 2022, *The Group* collaborated with Durham Region Transit (DRT) on a pilot project involving charging capacity for 16 electric buses. Findings from the pilot will be used to help inform future operational decisions on electrifying transit.

Six depot-charging stations will be operational by Q3 2024 to enable overnight vehicle charging. The vehicles and charging systems are stored, maintained, and operated out of DRT's Operations and Maintenance Transit facility in Oshawa.

The Group provided the electric grid upgrades while other partners, such as the Atmospheric Fund provided funding to support key analysis and design work for the electric bus project, including specifications for the buses and charging infrastructure.

Related activities involve developing and testing new integrated energy storage and bus charging technology as part of DRT's battery-powered electric bus trials.





Realigning Priorities to Achieve Consistent Stakeholder Value

While many factors will contribute to the return on *The Group's* investments, this strategic priority incorporates measures to help Oshawa Power set an appropriate level of ambition for growth, manage divisional resources optimally, and assess comparisons involving profitability and asset utilization.

Optimal performance involves managing regulated returns bolstered by the higher margins to be leveraged from unregulated lines of business. This priority encourages cost reduction and operational efficiencies. It also provides a foundation for supporting marketing investments, strengthening bonds with our existing customer base, and increasing revenues from customers and projects.

Our Local Distribution Company (LDC) will apply an entrepreneurial spirit by experimenting, innovating, trialing new sector technologies and pursuing infrastructure upgrades.

Several non-financial considerations are important to *The Group* as a leader in its community and the energy transformation sector. This priority exerts a pivotal influence on the success of other strategic priorities and provides our shareholder with a growing, reliable return and asset base.

Controlling Costs for Reasonable Rates

As Oshawa Power moves towards a rate filing in 2025 for 2026 distribution rates, an emphasis on cost control and containment will be at the forefront. To ensure we provide our customers with cost-effective and reasonable rates, it is imperative to consider cost containment across the entire organization. This focus will prove challenging with a steady rise in expenditures on material and delivery combined with increasing labour costs and demands. Oshawa Power will consider areas of cost control such as digitization, automation, process improvements, contractual obligations, and strategic sourcing. As arrears grow across many distribution companies, Oshawa Power will create a systematic plan to support an improved collection process, advocate with the regulator to put measures in place to enable Oshawa Power to collect outstanding debts.

Planning & Modernization to Keep Pace with the Sector

The regulated electricity sector is evolving faster than ever, and Oshawa Power must keep pace with this evolution. To align with decarbonization, electrification, climate uncertainty and forecasts of increased electrical demand, extensive planning and modernization of the electrical grid will be paramount. This business transformation strategy also reimagines utility operations through digitization, modernization and automation.

Examples of this transformation have included installing FLISR (Fault Location Isolation and Service Restoration) on over 40% of the distribution network and upgrading SCADA and OMS systems to better detect outages and provide enhanced outage communication to customers, which allows them to make informed decisions during times of emergency.

Customer Focus: Communications and Investments to Meet Needs

Oshawa Power is committed to its community. We must invest strategically in upgrading our electrical infrastructure through capital investment to support one of the fastest growing areas in Canada.

Regular customer interactions, along with community advocacy, will continue to reinforce our commitment to providing a safe, reliable and responsive grid while, at the same time, educating customers on new and upcoming policies.

By understanding our customers' needs and concerns through existing and new communication touchpoints, we can focus our investments on products and services that our customers are prioritizing and expecting from us as their utility provider.





Investing in Civil & Infrastructure Services

This strategic priority builds upon the strength of the local distribution company (Oshawa Power) and enhances the rate of return through revenue growth from the activities of *The Group* include upskilling complementary strategic partners, allowing for expansion outside of geographical boundaries, and supporting e-mobility beyond the home.

Building Out Energy Services for the Region

Since 2020, *The Group* has developed experience in e-mobility and District Energy Systems (DES) projects within the region, including a fleet of charging points it owns and operates in the City of Oshawa, work with Durham Region Transit in developing the charging infrastructure for their transition to e-buses, and an upcoming project to deliver charging infrastructure to the City of Oshawa for its electric fleet.

The Group will continue to support local needs and net zero goals, as well as solutions-consulting services (advisory & engineering) on projects throughout the region and beyond.

Leveraging Utility Expertise and Services

The Group will leverage its utility expertise and invest in strategic partners to provide high voltage, field, and utility-adjacent services to Oshawa Power, other Local Distribution Companies (LDCs), and other adjacent industries.

It will also provide LDCs with an integrated channel offering to grow regional presence. Additionally, *The Group* will also explore opportunities with smaller LDCs that may be able to augment or outsource utility operations. This would allow them to realize efficiencies of scale while avoiding monopoly service providers, maintaining control, and focusing on local priorities.

Oshawa is one of the fastest growing cities in Canada. Construction of multi-unit buildings with a focus on affordable housing in Oshawa is expected to increase, creating opportunities for growth through the installation of individual LDC meters.

Other opportunities are available through third party/sub-metering services — in essence, taking on responsibilities for metering, billing, and collection at a unit level. Building on the utility foundation, *The Group* will explore opportunities overlapping with EnerFORGE business lines to leverage their respective expertise and provide an integrated offering in the market. This will enhance the company's ability to deliver comprehensive solutions as well as reinforce its position.

Supporting Customers with e-Mobility and Home Charging Needs

The residential Electric Vehicle (EV) charging market is growing as Canadian auto markets for passenger and light-duty vehicles are nearing mass adoption. The new Electric Vehicle Availability Standard and federal incentives for Zero Emission Vehicles (ZEVs), along with rising fossil fuel prices and changing customer attitudes are increasing the demand for at-home charging.

The Group intends to develop an offering for the single-home market by working with technology providers to provide sales, installation and customer service.

Leveraging Expertise to Pursue District Energy Opportunities

District Energy Systems (DES) are a key tool to equip buildings for the challenge of decarbonization — offering both the efficient use of energy as well as being an enabler of decarbonized heating and cooling technology (such as geothermal) through economies of scale.

With a track record of expanding and operating one of the largest DES in North America (at Regent Park), EnerFORGE is looking to leverage its existing team and portfolio for growth. Opportunities for Operations and Maintenance (O&M) and capital projects are expected. This expansion strategy aligns with market demands and positions EnerFORGE to provide integrated solutions, fostering sustainability and resilience in urban energy infrastructure. The emphasis will be on innovation and leveraging existing competencies.





Delivering Through a High Performance Environment

This strategic priority involves developing the conditions and collaborations that enable success for customers, partners and employees.

Developing capacities and efficient processes that contribute to the development of valued products and enhanced performance. Another important condition involves continued investment in the utility's grid to ensure high reliability to customers.

More specific areas of effort will focus on asset optimization, review of legacy assets, evolving The Group's financing strategy as well as ensuring internal processes are aligned with the organization's strategic priorities.

We will ensure our dedication to our staff and customers by developing a strong culture of respect, enabling technological transformation, building a consistent brand experience, and creating opportunities for ongoing dialogue.

Evaluating Legacy Assets for Value

The organization will conduct ongoing reviews of investments past and present to ensure assets are delivering value to the shareholder. These activities will consider capital raised and generated to support new and better aligned business ventures and processes. They will also help narrow strategic focus to activities that contribute to and expand upon our core competencies, are aligned with core values, and support our vision for growth and development.

Optimizing Financial Capacity for Performance and Growth

The organization will develop its overall financing strategy by assessing options with lending partners, such as project financing and/or consolidation, further enabled by an optimized corporate structure of the various lines of business. We will seek to align and integrate lines of business to support growth including our lending partners and non-traditional partnerships.





Building a Strong Team Culture and Employee Experience

In addition to implementation of a Culture Transformation Plan, the organization must vigorously pursue effective talent attraction and retention strategies in a competitive labour market. Efforts must ensure organizational alignment and identification of capability gaps and create learning opportunities for staff and managers. We will strengthen succession planning through developing high potential talent while retaining next-level leadership to minimize risk.

Keeping Up with Technology Transformation & Data

As the energy sector transforms, *The Group* will need to invest in, effectively select, and utilize new technologies, maintain cyber safety, and excel in operational effectiveness. Three focus areas are critical enablers to ensuring success on this condition for success:

- Digitization, modernization, and automation capabilities
- Data, effective analytics and continuous improvement
- Maintaining cyber security and managing risks

Enhancing Customer Engagement and Brand Consistency

As our customers' needs evolve, *The Group* is focused on enhancing the relationship with customers and partners to support trust, openness, and a commitment to listening. We will strengthen our small commercial and industrial customers with unique and tailored support, meeting our vision of being a trusted energy provider and partner of choice across *The Group*. This work will also involve building a consistent brand experience across all mediums supported by ongoing dialogue.

Bringing Strategies to Life with Effective Implementation

Senior management, staff and board members at *The Group* will implement strategies through annual operational plans that identify responsibilities and timelines, translating the priorities above into ongoing activities and initiatives.

A successful rollout of this strategic plan will depend on effective dialogue practices to develop understanding – both by internal audiences at *The Group* as well as by customers, partners and the shareholder.

In addition, regular progress reviews and reports on these strategic priorities will help ensure the organization continues to anchor its activities in its mission and vision, adapt and respond effectively to circumstances as they may change through 2030 and beyond.

Delivering On Our Vision

Delivering on our vision builds upon our 130+ years of successfully delivering electricity to the community as well as evolving to meet the changing conditions of the industry and customer identified needs.

In order to deliver our vision of being a trusted and leading energy partner today and tomorrow, we focus on our four organizational pillars.

Our Organizational Pillars

The Oshawa Power Group of Companies aligns, focuses and measures its work across four functional pillars: People, Products, Process and Performance.



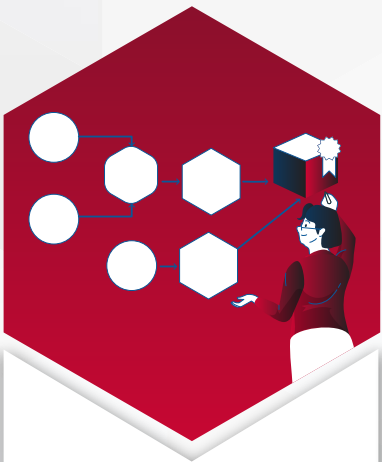
PEOPLE

Our employees, community, and our customers. We focus our intentions on the well-being of those with whom we engage to ensure we treat everyone with care & respect.



PRODUCTS

Our focus is one of quality and consistency with a drive towards value-based products and services consumed externally or internally.



PROCESS

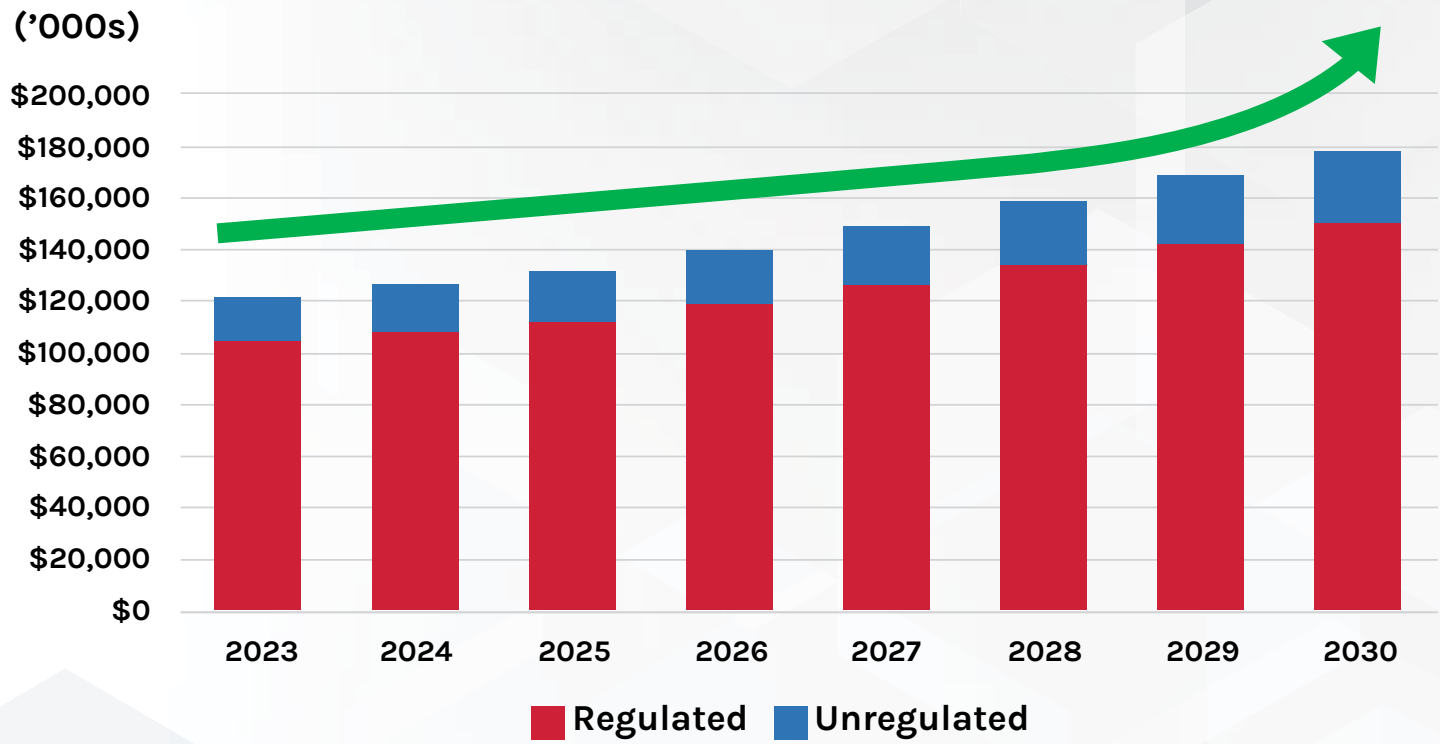
Our decisions and ways of working will accelerate project and product delivery and we strive to enhance and learn from each other while creating visibility into our work.



PERFORMANCE

Measurable delivery and aligned accountabilities drive growth and delivery on budget and on time. We excel with data-driven solutions that enhance value to our shareholder and customers.

Total Cumulative Shareholder Value



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