



# EFFICIENCY MANITOBA



**SAVE TODAY.  
SAVE TOMORROW.**

2024/25  
**ANNUAL REPORT**





## SAVE TODAY.

Save energy, money, and the environment today by participating in our wide range of offers. We're making homes, businesses, and communities across Manitoba more energy efficient, and we're ready to work with you!

## SAVE TOMORROW.

Keep saving for years to come. Participating in energy efficiency makes bills more affordable for Manitobans, positively contributes to Reconciliation, supports the Manitoba economy through job creation and business competitiveness benefits, and helps protect the environment.





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# MESSAGE FROM THE BOARD CHAIR



## Celebrating five years of achieving long-term energy savings

On behalf of the Board of Directors, I'm pleased to present Efficiency Manitoba's Annual Report for the 2024/25 fiscal year.

There are many milestones to celebrate upon the release of this report. The completion of fiscal 2024/25 marks five years of delivering on our mandate of achieving significant, long-term electric and natural gas savings. It was also the first full year operating with a new Board of Directors in place. This group of individuals offered their expertise and passion for energy efficiency as we continued to do the important work of making energy-saving upgrades affordable and accessible for all Manitobans. I'd like to extend my heartfelt thanks to the Board for their dedicated service and commitment to Efficiency Manitoba's success.

Alongside the appointment of the new Board came an enhanced mandate from the provincial government. The new mandate acknowledges both the excellent work Efficiency Manitoba has completed to date, as well as our province's rapidly evolving energy landscape. In anticipation of a net-zero future and low-carbon economy, the mandate outlines important priorities that will enhance Efficiency Manitoba's delivery of many benefits to Manitobans: energy affordability, emissions reductions, economic development, reduced reliance on imported fossil fuels, new skilled jobs, climate resiliency, improved health and social outcomes, and deferral of new costly major energy infrastructure projects. Throughout this report, we'll showcase how we're delivering on these ambitious new priorities through updates on our key initiatives, highlights and accomplishments associated with our offers and support activities, and success stories that illustrate the positive real-world impacts of energy efficiency projects.

This past year saw significant progress in terms of long-term planning to ensure the successful implementation of energy efficiency initiatives in our province. We were pleased to provide advisory input into the preparation of Manitoba's Affordable Energy Plan, which was released by the Province of Manitoba in September 2024. Since then, we've been actively supporting the achievement of its objectives. We also developed a new strategic plan in which Efficiency Manitoba's mission, vision, and strategic goals have been aligned with our focus on a clean energy future.

I'm so proud of the progress Efficiency Manitoba has made to date — not only in the 2024/25 fiscal year, but since the organization's commencement in April 2020. The team has accomplished a great deal. A diverse portfolio of programs and offers has been developed, implemented, and optimized, and the team continues to pursue innovative ways to achieve deeper energy savings. These efforts have resulted in impressive participation and energy savings, as well as many positive outcomes for the homes, businesses, and communities that will benefit from Efficiency Manitoba's offers for years into the future.

This is an exciting time for Efficiency Manitoba, as we're poised to continue serving as a key player in our province's pathway toward a sustainable and affordable energy future. On behalf of the Board, we're looking forward to seeing even more near- and long-term achievements in partnership with Manitobans, creating value for everyone who lives and works in our wonderful province.

**Jeannette Montufar-MacKay | P.Eng.**  
Board Chair

## BOARD MEMBERS



**Jeannette Montufar-MacKay** (chair)



**Duane Nicol** (Vice chair)



**Cindy Choy**



**Chantel Henderson**



**Stewart Hill**



**Curt Hull**



**Kim Laycock**



**Dudley Thompson**



**Jack Winram**

**Steve Sobering** (not pictured)

# MESSAGE FROM THE CEO



## Taking an efficiency first approach to a greener, more affordable future

This 2024/25 Annual Report marks the completion of Efficiency Manitoba’s fifth operational year — and what a five-year period it’s been. Becoming operational in April 2020 with a clear mandate and goals to achieve, I was energized about the work ahead: forming a passionate team of experts, creating a strong culture of conservation in Manitoba, and developing and implementing a portfolio of offers to drive energy efficiency forward in our province.

I can proudly say that our foundational activities have been a great success. Efficiency Manitoba is comprised of a capable, nimble, and responsive team that’s dedicated to our vision and mission. Our programs and rebates have been continually assessed and enhanced, creating real value for our customers. We’ve ensured participation and our collective investment in energy efficiency continues to grow every year. I’m so proud of the work we’ve done to make energy efficiency a reality for and with Manitobans.

Numerical data related to offer participation, incentives paid to customers, and resulting energy savings is necessary, of course, to inform everyday decision making and evolve as an organization. But even more telling is what our customers have to say. I’ve been fortunate enough to represent Efficiency Manitoba in our community and speak with those who have worked with us to make energy efficiency upgrades to their homes and businesses. Nothing has been more gratifying than to hear that we’re hitting the mark. When I hear from a small business owner about how their new LED lighting has improved their customers’ shopping experiences and enhanced their business, or how a lower-income couple is feeling the relief of lower energy bills thanks to their free insulation, our existence feels truly validated and valued by those we’re here to do the work for. You’ll see examples of the successes we’ve achieved with Manitobans throughout this report.

As we close out this milestone year, it seems as though we’ve reached an inflection point. With foundational activities completed, we’re looking ahead and recognizing the changes transpiring in our external environment; specifically, we’re at an incredibly important time with respect to the energy landscape in our province. Building heating and transportation are shifting away from fossil fuels and toward electrification. This is certainly an exciting change, but one that also places pressure on our electric grid. Our current energy supply is being challenged to the point that new infrastructure investments will be required in the not-so-distant future.

What does this mean for Manitobans? In short, reducing our energy consumption has become more important now than ever before. Energy efficiency can be considered a “first fuel” in that it leads to additional capacity to meet Manitoba’s growing energy needs while ensuring bills remain affordable. We’re aware of the need to ensure all Manitobans can invest in energy efficiency upgrades, and we’re committed to making that happen.

The Province of Manitoba released its Affordable Energy Plan in September 2024, articulating commitments and priorities by which we as a province will ensure a clean energy future for generations to come and achieve net zero emissions by 2050. The very first action is a call to maximize electricity and natural gas savings, enabling us to expand our initiatives and tailor them to the unique needs of all Manitobans. Through the plan’s strong message of “energy efficiency first,” one thing is clear: the province recognizes the many benefits of energy efficiency and values the ways in which reducing energy consumption will effect positive economic and environmental change.

So, what do we mean by “energy efficiency first?” Simply put, it means taking steps to use less energy from existing sources before exploring and implementing additional energy sources. New sources of generation are costly, placing upward pressure on rates. If we reduce what we use now, the need and timing to expand Manitoba’s electricity supply can be deferred, supporting our electric grid and keeping rates more affordable than they otherwise would be for everyone.

Just like hydroelectric dams, natural gas turbines, and wind energy, energy efficiency can be regarded as a key resource in Manitoba. My colleagues are well acquainted with a phrase I often say that emphasizes this point:

“The most cost-effective form of energy is the energy you don’t need to generate — at all.”

The challenge we see is that energy-saving technologies and strategies are becoming more complex. There was a time when energy efficiency could be perceived as simply installing LED bulbs or upgrading to a high-efficiency natural gas furnace. But as these technologies approach market saturation and maturity, we need to shift our attention to more comprehensive strategies and whole-building approaches. That’s why we’ve been boldly looking forward, assessing the viability of several innovative strategies to implement “energy efficiency first.”

One example of how we’re exploring holistic approaches is by encouraging the installation of energy-efficient heat pumps. Throughout 2024/25, we worked closely with the provincial government to develop specific offers and strategies that will contribute to helping 5,000 Manitoba families take advantage of the energy use reductions and environmental benefits that come from ground source heat pump installations. Another way we’re evolving to address future energy challenges is through the exploration of demand response strategies.

Peak electric demand in Manitoba occurs on our coldest winter days, and there are particular strategies that can be deployed — in addition to existing energy efficiency offers — to aid in

reducing peak demand on the electric system over the coming years. You can find out more about the work that’s been completed to date in these areas on [page 13](#).

Of course, researching and implementing these innovative strategies will move forward concurrently with the excellent work our team is already doing. I’m extremely grateful for Efficiency Manitoba’s team of experts as they continually discover methods to improve what we already have available while simultaneously exploring new ways to reach even more Manitobans.

“Energy efficiency first” isn’t a strategy we can implement alone. It requires the participation of everyone: homeowners, renters, businesses, industrial facilities, and entire communities. I’d like to take this opportunity to thank everyone who has seen the value in our work and decided to invest in energy efficiency by participating in one or more of our offers. I also want to express my most sincere thanks to our Energy Efficiency Advisory Group, Indigenous Energy Efficiency Working Group, and other organizations and groups that have stepped forward to collaborate with us. While it’s true that we’re the province’s expert body for energy efficiency, we rely on your cooperative spirit and unique perspectives to ensure our offers are affordable, equitable, and beneficial to all parties.

Finally, I’d like to thank the Board of Directors for their commitment and passion for energy efficiency. We’ve done significant work together through the 2024/25 fiscal year, including articulating our strategic plan and priorities and taking significant steps forward on our new mandate letter which will propel us in our future.

Despite the many changes and transitions happening around us as we move through our sixth year, our goal remains the same: to empower Manitobans like you to navigate your own energy priorities and make decisions that make sense for you. Efficiency Manitoba will be here for you every step of the way, and I invite you to come save with us. I can’t wait to see how our collective actions will increasingly create a clean energy future for our province.

**Colleen Kuruluk**  
Chief Executive Officer



# ABOUT US

## WHO WE ARE

Efficiency Manitoba is Manitoba’s Crown corporation committed to reaching long-term energy savings targets by offering cost-effective programs and services to Manitobans. Our legislated mandate is to develop and support energy efficiency initiatives that will reduce provincial consumption of electricity by 1.5% and natural gas by 0.75% annually. In the process of reducing provincial consumption of natural gas, we enable significant greenhouse gas emission reductions.

## VISION

Enabling a sustainable and affordable energy future for a resilient Manitoba.

## MISSION

Through leadership, innovation, and partnerships, we inspire all Manitobans to save energy, reduce costs, and contribute to a cleaner and stronger Manitoba.

## STRATEGIC GOALS

- ➔ Contribute to a low carbon future and support the energy transition through an efficiency first approach
- ➔ Ensure programs and services are inclusive, more broadly and fully accessed, and provide meaningful benefits for Manitobans
- ➔ Foster a collaborative, inclusive, and purpose-driven team culture
- ➔ Increase the impact of partnerships that produce mutual benefit and results
- ➔ Be Manitoba’s trusted advisor and resource to increase awareness and understanding of energy efficiency

## GUIDING PRINCIPLES

### Team culture

We foster an exceptional culture of ongoing growth, collaboration, and support.

### Keeping things simple

We communicate clearly and ensure processes are easy to understand and use.

### Reconciliation

We’re committed to continuous learning and building respectful, collaborative relationships to advance Reconciliation.

### Equity & access

We prioritize equity and access. We provide programs and services that meet people where they are.

### Transparency

We’re transparent, open, accountable, and focused on earning trust.

### Sustainability

We reduce environmental impacts and partner with those who share our sustainability values.

### Investing in Manitoba

We strengthen Manitoba’s economic, environmental, and social well-being while building upon local capacity to deliver solutions.



# OUR MANDATE

In March 2024, the Minister of Environment and Climate Change issued a new mandate letter with updated priorities for Efficiency Manitoba. The letter outlines support for achieving additional energy savings through existing programs and rebates, and addresses issues related to energy affordability and climate change. We'll report out on these priorities on **pages 11 to 15** as well as throughout the report.

The Efficiency Manitoba Act outlines our core mandate as follows:



**Implement and support demand-side management\* initiatives to meet savings targets and achieve resulting reductions in greenhouse gas emissions in Manitoba**



**Mitigate the impact of rate increases on Manitoba ratepayers through the delay of Manitoba Hydro's need for major capital investments in new generation and transmission projects**



**Reduce consumption of electrical energy and natural gas beyond the savings targets if reductions can be achieved in a cost-effective manner**



**Promote and encourage the involvement of the private sector and other non-governmental entities in the delivery of demand-side management initiatives**

**\*Demand-side management:** a reduction in energy consumption achieved through implementation of efficiency measures, building codes, or product standards





# HIGHLIGHTS & ACCOMPLISHMENTS

Our fifth operational year saw increasing and clearly articulated priorities playing a key role in our work for and with Manitobans. Our commitment to continuous improvement — alongside the ever-increasing recognition amongst homeowners, renters, and businesses regarding the importance of energy efficiency — has generated results that we’re excited to share in this section of our annual report.

## OUR KEY INITIATIVES ENSURE ONGOING PROGRESS TOWARDS OUR STRATEGIC GOALS

In accordance with the Crown Corporations Governance and Accountability Act, we prepare and publicly post an Annual Business Plan (ABP) outlining prescribed information in accordance with the Act. This annual report serves to report on the activities outlined therein.

The ABP outlines the key initiatives we identified as focus areas for the fiscal year. Making progress on and completing these key initiatives, which are detailed on pages 12 to 15, contributes to the achievement of our strategic goals.



## Affordable Home Energy Program

Ground source heat pumps are highly energy-efficient and environmentally friendly heating and cooling systems. With the energy transition already underway, the decarbonization of building heat is one of the strategies necessary to achieve net zero by 2050. Ground source heat pumps, along with improved building envelopes, provide a critical pathway to maintaining affordability through reducing customer bills and minimizing the impact of peak demand capacity growth to the Manitoba Hydro electric grid. The Province of Manitoba recognized this reality and committed to prioritizing the installation of heat pumps for 5,000 Manitoba families through the Affordable Home Energy Program.

Despite the many benefits of ground source heat pumps, realities such as high capital costs, installation complexity, and a limited number

of qualified contractors and drillers to do the work have prevented widespread adoption in Manitoba. In 2024/25, we laid the groundwork to introduce new ground source heat pump offers and made enhancements to existing offers, all of which launched at the beginning of the 2025/26 fiscal year to support the Affordable Home Energy Program.

With a comprehensive strategy in place to guide the rollout of these new offers, Efficiency Manitoba is well-poised to support the objectives of the Affordable Home Energy Program and significantly increase heat pump installations in the coming months and years.

**The Affordable Home Energy Program encompasses a diverse suite of offers. Developing these offers required extensive research and collaboration to address affordability, savings objectives, and the unique needs of each customer sector. A non-exhaustive list of these activities are as follows:**

- Finalizing enhanced offer details for mass market customers, income-qualifying homeowners, renters, Indigenous customers, and multi-unit residential buildings
- Developing an implementation and communication strategy that's aligned with program objectives, focuses on customers in the target market for ground source heat pumps, and connects customers with a contractor that has experience in heat pump sizing and installation
- Undertaking procurement activities to secure contractors throughout the province to deliver heat pump installations through our Energy Efficiency Assistance Program and Métis Energy Efficiency Offers
- Signing a Collaboration Agreement with Raven Indigenous Outcomes Funds to support the Community Heat Pump Program through a Community Driven Outcomes Contract (CDOC) model and increasing heat pump incentives for First Nation communities outside of the CDOC model
- Investigating opportunities to install ground source district systems for multi-unit residential properties, including providing financial support through our Innovation Fund to support feasibility studies for new developments exploring ground source district systems to provide heating and cooling to the site
- Supporting Manitoba's access to federal funding including through the Oil to Heat Pump Affordability Program (executed in March 2025) and pursuing future funding opportunities through the Canada Greener Homes Affordability Program
- Working with industry partners to expand the capacity of qualified ground source heat pump installers and drillers in the province through the creation of a ground source heat pump working group

## Demand response

Demand response refers to a collection of strategies that influence when consumers use energy. Introducing programs and incentives that encourage consumers to shift their energy use to times when demand is lower or supply is more plentiful can play a role in addressing long-term capacity constraints, which is a critical consideration in Manitoba Hydro's integrated resource planning process.

Enabled by the additional responsibilities outlined in Efficiency Manitoba's updated mandate letter, the 2024/25 fiscal year saw our expansion into the area of demand response. In collaboration with Manitoba Hydro, we engaged Dunskey Energy + Climate to facilitate the development of a strategic roadmap for future demand response programming. This work included regular meetings and engagement with Manitoba Hydro and external interested parties. A vision statement to guide ongoing work, primary and secondary objectives for demand response programming, and a governance structure and terms of reference to support joint program delivery have been developed. Roles and responsibilities of each organization have been defined, and consideration of technologies previously identified in the market potential study as well as a sequenced approach to program development and implementation are key deliverables coming out of in-year work.

Regular engagement with utilities, demand response implementors, smart thermostat manufacturers, and other parties also took place throughout the fiscal year. The input received has helped us develop concepts for preliminary strategies and pilot programming options as well as the infrastructure and resourcing required to implement these options. We also considered the role customer education plays in a successful demand response program and explored what an education campaign could look like to support future participation. We're excited to continue our efforts into the upcoming months and years as we shift from exploratory work to program delivery.

## How does accessing federal funding help Manitobans?

Per the Efficiency Manitoba Act, Manitoba Hydro provides Efficiency Manitoba with the funding required to carry out mandated activities and responsibilities. However, we may seek funding from other external sources, reducing the amount Manitoba Hydro needs to contribute. This means the cost of energy efficiency in Manitoba funded by Manitoba ratepayers through Manitoba Hydro is lower than it otherwise would be.

Leveraging federal funding can also mean more financial support for Manitobans in making energy efficiency upgrades. For example, through the Oil to Heat Pump Program, our investment of \$5,000 per home is tripled by the federal government. This provides qualifying Manitoba homeowners who heat with oil an upfront payment of \$20,000 to support the installation of an energy-efficient heat pump.



# Strategic plan

Efficiency Manitoba’s strategic plan serves as a compass that guides the work we do. Our initial plan was developed before our commencement in April 2020. For our first five operational years, the strategic plan worked alongside legislation and ministerial mandates to inform our activities, helping us to achieve significant energy savings and build a strong organization. With the energy transition and electrification underway, an expanded mandate from the province, and new opportunities and challenges in the energy efficiency space to consider, there was a need to evolve our plan to align with our external realities.

Reviewing and updating our strategic plan required extensive collaborative efforts with both Efficiency Manitoba employees and external parties. In addition to actively engaging to obtain input and direction from the Board of Directors, we held workshops with an internal cross-organizational participant team to identify key themes as well as near- and longer-term priorities to inform plan development. We also distributed assessment tools to collect perspectives and feedback from customers, partners, industry, and policy experts.

The inputs gathered from this collective work were synthesized into a new strategic plan that reflects our organization’s mandate and direction. Using simple and clear language, our plan communicates a shift from foundational pursuits to a forward-looking guide for how we’ll lead, innovate, and collaborate to achieve long-term energy savings targets and make energy efficiency more affordable and accessible for all Manitobans.

## Next Efficiency Plan

Efficiency plans are legislated documents used to set out the energy efficiency offers and supporting initiatives we intend to implement to meet our electricity and natural gas savings targets.

Indicators from Manitoba Hydro’s Integrated Resource Plan (IRP) process suggest that securing energy savings and capacity reductions is critically important as the grid faces growing requirements. To evaluate and integrate recommendations stemming from the IRP as well as the province’s Affordable Energy Plan, the Province of Manitoba issued an extension to the current Efficiency Plan to March 31, 2026.

During this extension year, we completed analysis work associated with preparing our next Efficiency Plan while continuously assessing and enhancing our existing offers. Particular focus was given to actioning items from our enhanced mandate letter, conducting research and engagement to determine viable strategies to develop offers related to these items for inclusion in the next Efficiency Plan — namely, providing programs that reduce peak electric capacity, supporting beneficial electrification, improving energy affordability, driving economic development, and advancing Reconciliation.

## Home Energy Reports

Not all Manitobans are actively searching for energy efficiency rebates or conscious of their energy consumption patterns. To bring additional awareness to energy use and prompt consideration of the way Manitobans think about their behaviours, we launched our new Home Energy Reports in the 2024/25 fiscal year. Personalized home energy reports, which have been successfully implemented in other jurisdictions, provide households with tailored energy use information tips and offer recommendations to reduce their energy use, and comparisons with similar households to influence behavioural changes in individual energy consumption.

Implementing this offer required significant efforts related to research and collaboration, and the launch was rolled out in a measured manner over the course of several weeks. After completing smaller scale distribution, a full launch to the entire treatment group — just under 100,000 randomly selected customers — occurred in January 2025. The reports are sent through both email and mail to help maximize both cost effectiveness and energy savings potential.

Positive customer feedback has corroborated the success of Home Energy Reports to date; customers have reached out expressing how helpful the reports have been. Email unsubscribe rates have also been low at less than 0.6% per month, suggesting very few of those enrolled don’t wish to receive a report.





# WE’VE DEMONSTRATED PROGRESS ON OUR KEY PERFORMANCE INDICATORS

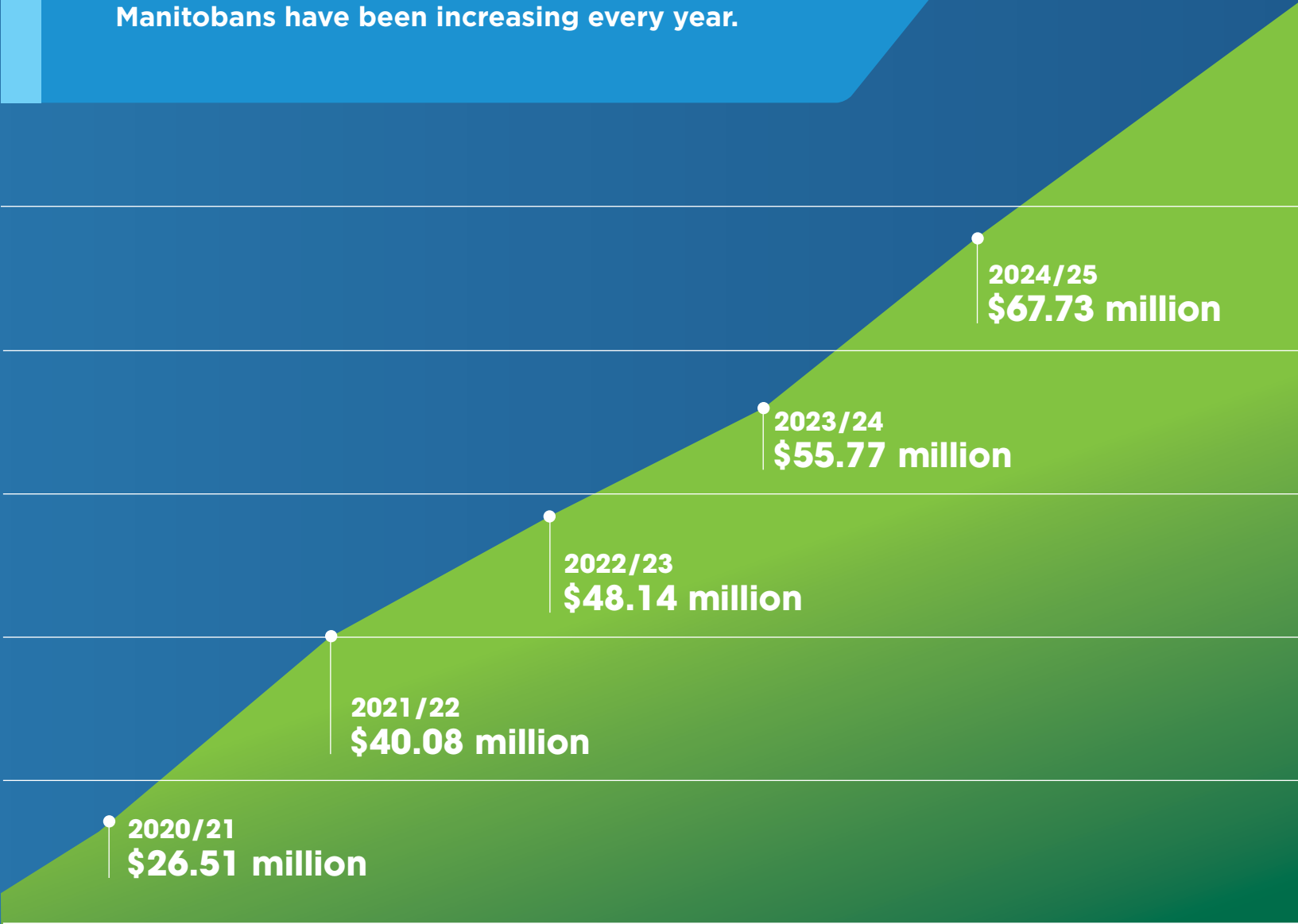
We monitor and report on several key performance indicators (KPIs), through which we’re pleased to demonstrate ongoing progress.

Internal business*		2024/25 TARGET
% of load (electric)		1.5%
% of volume (natural gas)		0.75%
Electric acquisition cost (\$/kWh)		\$0.13
Natural gas acquisition cost (\$/m³)		\$1.83
Financial	2024/25 RESULTS	2024/25 TARGET
Total expenditures (million \$)	\$67.73	\$76.92
% of annual budget	88.1%	100.0%
% of expenditures customer incentives	67.1%	66.0%
Learning & growth	2024/25 RESULTS	2024/25 TARGET
% of planned expenditures on innovation**	134%	80%
Employee satisfaction with opportunities to learn, grow, and develop	85%	80%
Customer	2024/25 RESULTS	2024/25 TARGET
Brand awareness	73%	50%
Customer satisfaction	91%	90%

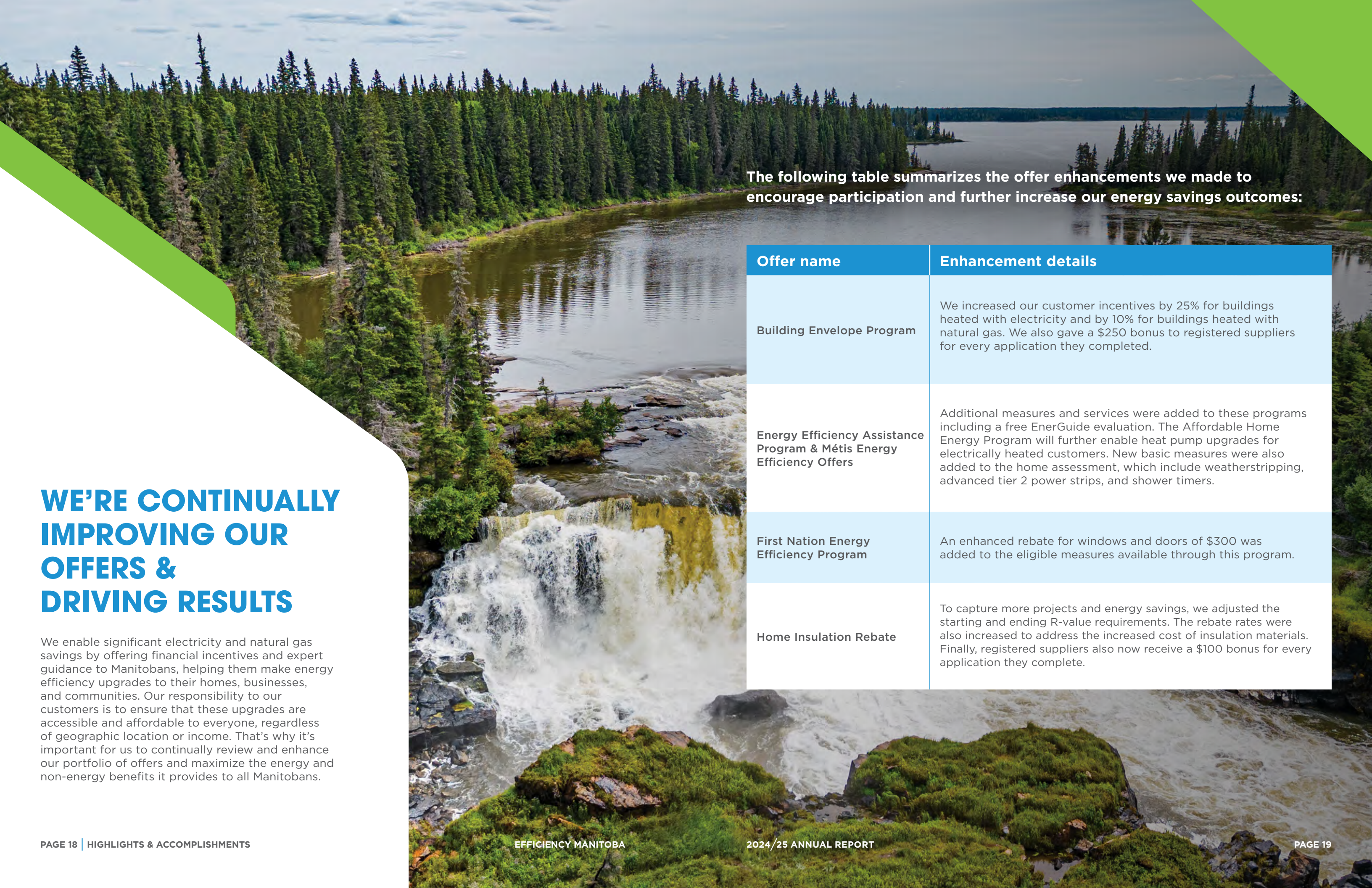
\*An independent assessment of our 2024/25 energy savings results is in process and will be delivered to our responsible Minister by September 30, 2025, as per the Efficiency Manitoba Act. These results will be presented in our Annual Report Supplement.

\*\* Increased spending on innovation came as a direct result of supporting feasibility studies for ground source district systems in addition to the numerous Innovation Fund projects already underway that see payments made as key milestones are achieved.

As we continue to invest in our offers and pay incentives to even more participating customers, our total investments in energy efficiency for Manitobans have been increasing every year.







## WE'RE CONTINUALLY IMPROVING OUR OFFERS & DRIVING RESULTS

We enable significant electricity and natural gas savings by offering financial incentives and expert guidance to Manitobans, helping them make energy efficiency upgrades to their homes, businesses, and communities. Our responsibility to our customers is to ensure that these upgrades are accessible and affordable to everyone, regardless of geographic location or income. That's why it's important for us to continually review and enhance our portfolio of offers and maximize the energy and non-energy benefits it provides to all Manitobans.

The following table summarizes the offer enhancements we made to encourage participation and further increase our energy savings outcomes:

Offer name	Enhancement details
Building Envelope Program	We increased our customer incentives by 25% for buildings heated with electricity and by 10% for buildings heated with natural gas. We also gave a \$250 bonus to registered suppliers for every application they completed.
Energy Efficiency Assistance Program & Métis Energy Efficiency Offers	Additional measures and services were added to these programs including a free EnerGuide evaluation. The Affordable Home Energy Program will further enable heat pump upgrades for electrically heated customers. New basic measures were also added to the home assessment, which include weatherstripping, advanced tier 2 power strips, and shower timers.
First Nation Energy Efficiency Program	An enhanced rebate for windows and doors of \$300 was added to the eligible measures available through this program.
Home Insulation Rebate	To capture more projects and energy savings, we adjusted the starting and ending R-value requirements. The rebate rates were also increased to address the increased cost of insulation materials. Finally, registered suppliers also now receive a \$100 bonus for every application they complete.



We have programs and rebates available to meet the diverse needs of all Manitobans, including homes, businesses, and communities. The following table shows the offers we had in market during the 2024/25 fiscal year:

Residential	<div><div><div>➔ Air Source Heat Pump Rebate</div><div>➔ Appliance Recycling Program</div><div>➔ Ground Source Heat Pump Rebate</div><div>➔ Home Energy Reports</div><div>➔ Home Energy Retrofits</div><div>➔ Home Insulation Rebate</div></div><div><div>➔ Instant Rebates</div><div>➔ New Homes Program</div><div>➔ Solar Rebate</div><div>➔ <i>Virtual Energy Review</i></div><div>➔ Windows and Doors Rebate</div></div></div>
Residential (income-based)	<div><div>➔ Energy Efficiency Assistance Program</div></div>
Community	<div><div>➔ <i>Community Energy Efficiency Program</i></div><div>➔ <i>Generation E (Education Program)</i></div></div>
Indigenous	<div><div><div>➔ Community Heat Pump Program</div><div>➔ Indigenous Community Energy Efficiency Program</div><div>➔ First Nation Energy Efficiency Program</div></div><div><div>➔ Indigenous Small Business Program</div><div>➔ First Nation Small Business Program</div><div>➔ Métis Small Business Program</div><div>➔ Métis Energy Efficiency Offers</div></div></div>
Commercial, industrial & agricultural	<div><div><div>➔ Air Source Heat Pump Rebate</div><div>➔ <i>Benchmark Studies</i></div><div>➔ Building Envelope Program</div><div>➔ Business Lighting Program</div><div>➔ Commercial Deep Energy Retrofits Program</div><div>➔ <i>Commercial Energy Audit Program</i></div><div>➔ Commercial Kitchen Appliances Program</div><div>➔ Commercial Refrigeration Program</div><div>➔ Custom Energy Solutions Program</div><div>➔ <i>Energy Efficiency Assessments</i></div></div><div><div>➔ <i>Feasibility Studies</i></div><div>➔ Ground Source Heat Pump Rebate</div><div>➔ HVAC Program – Downstream</div><div>➔ HVAC Program – Upstream</div><div>➔ In-Suite Appliance Program</div><div>➔ In-Suite Energy Efficiency Program</div><div>➔ Load Displacement</div><div>➔ New Buildings Program</div><div>➔ Small Business Program</div><div>➔ Solar Rebate</div><div>➔ Strategic Energy Manager Initiative</div></div></div>
All	<div><div>➔ <i>Innovation Fund</i></div></div>

\* Offers noted in italics are classified as enabling strategies. They enhance our offers and services, provide pathways for future energy savings, and support our strategic direction. However, they aren't specifically associated with in-year energy savings or offer-level cost-effectiveness analysis.

\*\* While the table notes the tailoring of specific offers to the needs of a customer segment, qualifying customers are welcome to access offers under other segments.

## Supporting clean energy jobs

As the demand for energy efficiency grows alongside the recognition of all the benefits it provides, so does the need for qualified professionals. In Canada, the energy efficiency sector employs 466,000 workers, and according to national advocacy organization Efficiency Canada, about 200,000 new jobs will be created nationally by 2030. Related careers span a wide range of industries, including construction, manufacturing, wholesale trade, utilities, and professional services. These clean energy jobs play a critical role in helping homes and businesses complete energy efficiency upgrades.

We work with energy advisors, the specialists who conduct EnerGuide evaluations, to identify energy efficiency opportunities in homes. An EnerGuide evaluation begins with a comprehensive review of the home's energy use and efficiency opportunities. Energy advisors measure insulation levels, airtightness, window performance, and other details to calculate an EnerGuide rating.

We conducted significant development work in this fiscal year to prepare for the launch of our EnerGuide Home Evaluation Rebate in 2025/26. This new offer will provide support for clean local jobs while equipping homeowners with information to make informed, efficiency-first decisions.

For more information about our efforts in workforce and economic development, including our dedicated network of registered suppliers, see **page 32**.



## WE'RE PROUD TO BE RECOGNIZED FOR OUR WORK

At Efficiency Manitoba, we take pride in our achievements for and with Manitobans, and it's gratifying to have these achievements appreciated by others. We were honoured to have our accomplishments recognized in the 2024/25 fiscal year by receiving some notable awards, further substantiating our efforts and successes.

## Manitoba's Top Employers

Efficiency Manitoba was proud to be recognized as one of Manitoba's Top Employers for 2025. This annual competition, held by Mediacorp Canada Inc., acknowledges employers who are setting the standard for workplace excellence. Organizations are evaluated across a number of areas including work atmosphere, health benefits, skills development, and community involvement, among others.

This award reflects the strong foundation we've built over the past five years, focusing on collaboration, inclusivity, transparency, and a shared commitment to delivering value to Manitobans.

Our efforts have paid off, as 100% of respondents through our 2024 employee survey said that Efficiency Manitoba is a great place to work. Other highlights that contributed to our win include our nine-day work schedule, a fully employer-paid health plan, and a collaborative office space.

With a flexible, people-first workplace where our employees feel supported and connected to our mission, we're proud to be living our purpose every day.



### PROUD TO BE RECOGNIZED AS A GREAT PLACE TO WORK

Learn more at [efficiencyMB.ca/careers](https://efficiencyMB.ca/careers).



## ENERGY STAR® Canada Awards

In June 2024, Efficiency Manitoba was pleased to accept the 2024 ENERGY STAR Canada Award for Utility/Program Administrator of the Year from Natural Resources Canada. This award recognizes our leadership and innovation in promoting energy-efficient technologies and products through the administration of diverse, accessible energy efficiency offers.

Each year, the ENERGY STAR Canada Awards acknowledge businesses and organizations that have made outstanding contributions to energy efficiency and environmental sustainability by issuing awards in several categories. The Utility/Program Administrator of the Year award recognizes an organization that has shown excellence in promoting and encouraging uptake in the installation of ENERGY STAR certified products.

This is our second ENERGY STAR Canada award, having won Promotional Campaign of the Year in 2022 for a post-sale rebate campaign on ENERGY STAR certified appliances and smart thermostats.

A variety of accomplishments led to the 2024 ENERGY STAR CANADA Award, including:

- ✓ offering six programs for residential and commercial customers to upgrade to ENERGY STAR certified products (among an extensive suite of energy efficiency offers serving all customer segments);
- ✓ achieving a milestone of rebating one million products, nearly 90% of which were ENERGY STAR certified products, through our Instant Rebate offer;
- ✓ providing instant rebates on over 80,000 ENERGY STAR certified LED specialty bulbs, fixtures, and smart thermostats in 2023 alone; and
- ✓ promoting the installation of over 18,800 ENERGY STAR certified windows and doors in over 3,000 homes.



# OUR CUSTOMERS COME FIRST

Our ability to meet our long-term energy savings targets relies on the participation of all Manitobans: homeowners, renters, business owners, industry, and communities. That means we have a responsibility to make sure our services are affordable, can be readily accessed, and put the unique needs of all Manitobans first.

## Our customers speak positively about our offers & their work with us

“It was an easy process applying for the Building Envelope Program and there was a quick turnaround after the job was finished before we received our incentive.”

“The heat pump system is working extremely well in controlling our temperature within our home. The Rebate assisted in making it much more affordable to upgrade both our air conditioning system and furnace in a very efficient manner.”

“The Solar Rebate Program made choosing to install a solar system that much easier!”

“Quick and easy process. Contractor was amazing and would recommend them to others in Brandon, MB.”

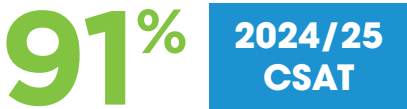
## We’re committed to creating exceptional experiences for our customers

Ensuring our offers are performing optimally requires ongoing feedback from participants. We collect both quantitative and open-ended feedback through a short online survey sent to customers after participating in one of our offers through an online application process.

In the 2024/25 fiscal year, we collected survey responses from over 2,700 participants.

### Our customers are highly satisfied with our offers

Our **customer satisfaction score (CSAT)** measures overall satisfaction with Efficiency Manitoba’s offers. CSAT was calculated to be an impressive 91% in the 2024/25 fiscal year, exceeding our ambitious key performance indicator target of 90%.



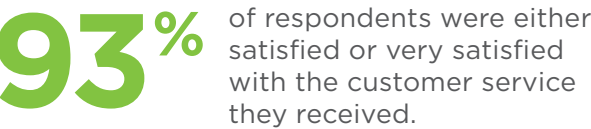
### Our customers are likely to recommend our offers

Our **net promoter score (NPS)** measures loyalty and enthusiasm for Efficiency Manitoba and our brand. Through our post-participation surveys, we ask respondents to score how likely they are to recommend the offer in which they participated to others. On a scale of -100 to 100, NPS increased from a very high 81 in 2023/24 to 84 in 2024/25, indicating a very strong positive relationship with our brand and a high likelihood to recommend our offers to others.



### Our customers report satisfaction and ease in their interactions with us

When customers reach out to our customer contact centre by phone for assistance, they have the option to complete a two-question survey at the end of their call. Feedback from the 951 individuals who completed this survey in 2024/25 yielded the following results:



When asked to rank their interaction with the agent on a scale of 1 (very difficult) to 5 (very easy), the average **customer effort score (CES)** was 4.6.

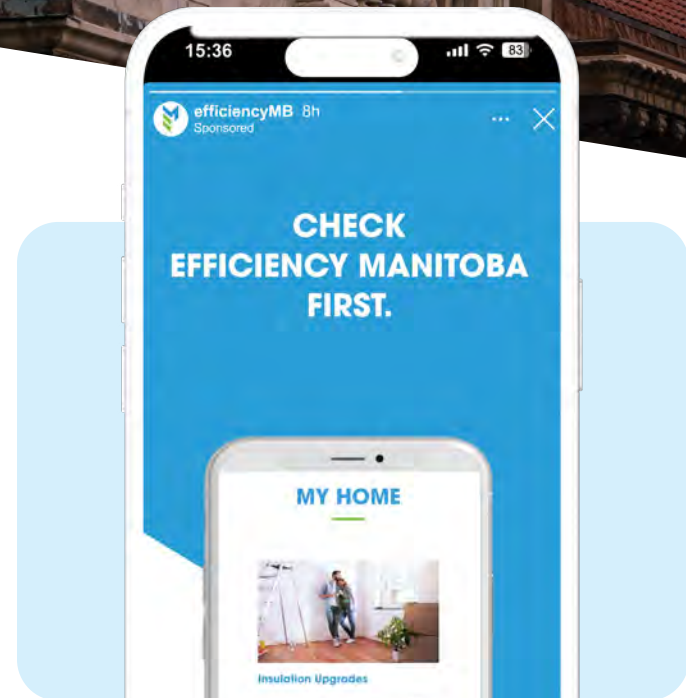






## WE'RE SPREADING THE WORD

We continued to build on the success of our “Check Efficiency Manitoba first” campaign in 2024/25. This campaign aimed to inform Manitobans about considering energy efficiency upgrades for their homes, businesses, or communities and checking eligibility for Efficiency Manitoba programs and rebates before starting their projects. The message included a clear call-to-action, directing Manitobans to learn more about available offers.



We featured seasonal creative concepts on billboards, our website, and social media, linking our brand message to timely, relevant content for Manitobans year-round.

To further expand our reach, we complemented our core advertising with an increased presence in rural markets through community centre advertising and wall signs. This multi-channel approach — including digital ads, magazines, print ads, static and digital billboards, radio, streaming TV, and broadcast TV — ensured consistent and impactful messaging across the province, driving program participation while aligning with our overarching brand strategy.



## HELLO WINTER, HELLO SAVINGS.

As outdoor temperatures start to drop, you may see your energy bills climb. But making energy efficiency upgrades can help you reduce your energy use year-round! Efficiency Manitoba offers programs and rebates that can make saving energy and money easy.

They're also your number one resource for expert advice! Follow these energy-saving tips to make this winter your coziest one yet.

### KEEP THE CHILL OUT

Use weatherstripping or caulking around your windows, doors, and electrical outlets to reduce air leakage and save energy. You can also install an insulating kit on the interior sides of your windows.

### LET THE LIGHT IN

Keep window curtains and blinds open during the day to take advantage of the sun's warm rays. Plus, you can use the natural light from outside instead of turning on the lights in your home.

### CUT WASTED ENERGY

Even on the coldest nights, a block heater only needs to be turned on for three hours before starting your car. Purchase an outdoor car plug timer to cut all that wasted energy.

### UNPLUG & ENJOY THE SEASON

Embrace everything Manitoba winters have to offer! Visit your local outdoor rink, try out a ski trail, or enjoy a day of tobogganing.

## PROGRAMS & REBATES TO HELP YOU SAVE

Take the chill off your energy bill with help from Efficiency Manitoba. Their programs, rebates, and expert advice make energy efficiency upgrades affordable and straightforward.

### GET COZY WITH PROPER INSULATION

The first step to saving energy is making sure your home is properly sealed and insulated. Having enough insulation will help reduce your energy bills and improve the comfort of your living space. Efficiency Manitoba has multiple offers to help you save on your insulation costs, so you can choose the path that's right for you.

### UPGRADE TO ENERGY-EFFICIENT HEATING

Heat pumps provide efficient heating and cooling in one unit and can save you money by using less energy. An air source heat pump can reduce your electric heating costs by up to 30% and a ground source heat pump can reduce your electric heating costs by up to 60%. Plus, Efficiency Manitoba offers rebates on both!

### PLAN FOR THE YEAR AHEAD

If you're thinking about an extensive home renovation that will significantly reduce your home's energy use, now's the time to start planning. Our Home Energy Retrofits can help with rebates for the energy efficiency upgrades you include in your renovation. The more energy you save, the higher your rebate!



Learn more at [efficiencyMB.ca/winter-savings](https://efficiencyMB.ca/winter-savings).

**EFFICIENCY MANITOBA**

SAVE TODAY. SAVE TOMORROW.



# WE VALUE OUR PARTNERSHIPS

Collaborating with interested parties and the public is part of both our day-to-day activities and our long-term organizational strategy. By forging partnerships with advisory and working groups, businesses and industry, communities, and like-minded organizations, we’re able to gain perspectives that help us develop and deliver offers that reflect the diverse needs of all Manitobans.

Here are just a few examples of our valued ongoing partnerships and the successes we’ve been able to achieve together:

## Community Energy Efficiency Program

Our Community Energy Efficiency Program helps rural Manitoba communities foster a community-driven approach to energy efficiency with the assistance of energy efficiency advocates. These advocates encourage participation in our offers, helping families and businesses save energy, reduce their energy bills, and protect the environment. They act as mentors to community members for all things related to energy efficiency, and we support their work through funding and ongoing assistance.

Here are some highlights of what our advocates have been able to accomplish with our support:

### City of Brandon

- ➔ Presented to community organizations about our offers and programs
- ➔ Worked with the city to launch their low-income water saving toilet program, and used the opportunity to share information about our Energy Efficiency Assistance Program

### Town of Churchill

- ➔ Organized the delivery and installation of energy-saving devices in Manitoba Housing
- ➔ Assisted the community in identifying eligible homes for our Energy Efficiency Assistance Program
- ➔ Helped residents apply for the Energy Efficiency Assistance Program with the goal of supporting heat pump installations

### RM of Ritchot

- ➔ Canvassed and met with residents of local neighbourhoods, sharing information about our offers
- ➔ Worked with the local food bank to include Energy Efficiency Assistance Program materials with food hampers
- ➔ Presented to several community organizations, including groups that help residents who are getting ready for retirement

### RM of West Interlake

- ➔ Helped the RM participate in our offers as the Interlake Regional Health Authority renovates the hospital
- ➔ Helped the RM participate in our offers for several building retrofit projects, including the local arena

## Indigenous Community Energy Efficiency Program

Our Indigenous Community Energy Efficiency Program provides communities with funding for up to two years to hire an energy efficiency advocate. The advocate works directly with the community to access our programs and champion energy efficiency within their community.

In addition to funding, we provide ongoing technical support from our team of experts to support them in achieving their energy efficiency goals. We ensure energy efficiency advocates are well-equipped to guide their communities through the process.

### COMMUNITY FEATURE Skownan First Nation

Marvin Sutherland, the Energy Efficiency Advocate for Skownan First Nation, has been helping the community explore energy-saving opportunities available to them. This includes participation in our Indigenous Small Business Program and the First Nation Energy Efficiency Program.

Through the Energy Efficiency Advocate, Skownan First Nation has also launched their first “outsulation” pilot project. Mineral wool has been added to the exterior of the house, creating a thermal break which reduces heat loss through the studs in the wall assembly and ensures durability of the structure. Rain screen principles were also applied, further increasing the durability of the home and longevity of the siding. Iain, our Indigenous Programs Technical Advisor, attended the build for three days, providing direction and hands-on labour while working alongside local trades, helping to increase construction expertise in the community.

Skownan First Nation’s efforts will reduce the building energy consumption by 24% and save an estimated \$520 annually on energy bills. These substantial upgrades will make this climate-resilient home more resistant to mould and water-related issues, making it healthier and more comfortable to live in.





## Manitoba Indigenous Housing Capacity Enhancement & Mobilization Initiative

Our Indigenous Programs team is actively engaged with the Manitoba Indigenous Housing Capacity Enhancement & Mobilization Initiative (MIHCEMI). Operating as a Community of Practice, MIHCEMI is focused, as the name implies, on strengthening the capacity of housing departments and strategically working with multiple partners to improve housing within First Nations in Manitoba.

Unique to Manitoba, MIHCEMI is comprised of representatives from First Nation communities, Tribal Councils and different orders of government, with Efficiency Manitoba playing a key role. Our team provides technical support and resources to MIHCEMI and its participating First Nations. Sharing our building science expertise, contributing to quarterly newsletters, and engaging in committees and working groups, we're part of the capacity development and strategic planning led by First Nations.

We also sponsor the annual housing conference, where we directly engage with over 250 delegates from 63 First Nation communities and seven Tribal Councils through workshops, presentations, and trade show booths.

## Manitoba Métis Federation

We continue to partner with the Manitoba Métis Federation (MMF) to support Red River Métis Citizens in accessing free and subsidized energy efficiency upgrades for their homes and businesses through multiple residential and business offers.

As part of the partnership, we support an energy efficiency advocate through the MMF. The advocate assists Red River Métis Citizens in finding the offer that works best for them and helps citizens with the application process.

In our commitment to working with the MMF and assisting Red River Métis Citizens in learning about our programs, we sponsored and attended the Manitoba Métis Annual General Assembly as another way to engage, inform, and hear directly from the Red River Métis.

## Neighbourhood Energy Efficiency Project

To raise awareness about our income-based programs in neighbourhoods with a higher incidence of low- to moderate-income households, we dedicate time and effort to our partnerships with the Chalmers Neighbourhood Renewal Corporation (CNRC) and North End Community Renewal Corporation (NECRC). Through these partnerships, we fund an energy efficiency advocate in each neighbourhood, who raises awareness about our income-based programs and supports local participants with questions and the application process.

During the spring, summer, and fall months, the advocates and our income-based program team members canvass each neighbourhood to share information and application packages for our income-based programs. Income verification is waived for households in the eligible neighbourhoods to reduce barriers for participants.



## Canadian Manufacturers & Exporters

An exciting new development in the 2024/25 fiscal year was the presentation of our inaugural Efficiency Manitoba Sustainability Award at the Canadian Manufacturers & Exporters Gala Awards. We worked with the Canadian Manufacturers & Exporters to develop and sponsor this new award category to recognize companies who are committed to making a difference by demonstrating their commitment to energy efficiency and reducing emissions, water use, and waste.

The objective is to celebrate organizations that are leading the way in sustainability and energy efficiency efforts that contribute to a sustainable and economically resilient future for Manitoba. We were pleased to announce our first-ever award recipient, Winkpak, at the 2025 gala.

## Industry partners

Since inception, we've prioritized positive collaboration with industry organizations to further advance energy efficiency in Manitoba. This work has a positive ripple effect, from contributing to the continued success of existing business and industry, to the emergence of new local business and industry, and to the attraction of business and industry that would have otherwise located elsewhere. The benefits are numerous, including more employment opportunities and business activity in Manitoba. This is good for everyone who lives and works here.

One valuable way we spread the word about energy efficiency is by hosting booths at trade shows. Our team visited dozens of these trade shows, educating industry professionals about relevant energy efficiency opportunities and distributing materials to encourage participation in our offers. Trade shows and events attended in 2024/25 included the Manitoba Sustainable Energy Association 2024 Sustainable Energy Conference, the Association of Manitoba Municipalities 2024 Spring Convention, the Winnipeg Chamber of Commerce Luncheons Series, the Manitoba Non-Profit Housing Association Annual Conference, and the Manitoba Environmental Industries Association 2024 Cleantech Conference, just to name a few.

In 2024/25, we sponsored several events, further increasing the reach of our messaging. Sponsored events included the Sustainable Building Manitoba Building Resilience Gathering, the Manitoba Chambers of Commerce Manitoba Green Economic Forum, the Building Owners and Managers Association Manitoba Building Conference, and the Manitoba Women's Enterprise Centre.

Efficiency Manitoba continues to be a member of the CentrePort Canada Partnership Program. CentrePort partners gain access to early insights into emerging development opportunities, as well as introductions and referrals to potential participants for our programs. We're also a proud supporter of Economic Development Winnipeg's YES! Winnipeg Real Impact Campaign, targeting goals of creating 10,000 jobs, attracting \$350 million in capital investments, and generating \$900 million in GDP.





## Workforce & economic development

Continuous innovation in energy efficiency requires ongoing training and education, enhancing the technical capacity of the Manitoba workforce and providing upskilling opportunities.

Energy efficiency creates economic growth and good local job opportunities. Our offers support demand for skilled tradespeople, including electricians and HVAC (heating, ventilation, and air conditioning) technicians, and encourage apprenticeship and certification programs to grow capacity. Energy efficiency projects create direct jobs and support local contractors in construction, retrofitting, HVAC, insulation, lighting, energy auditing, and equipment supply, all of which benefit the Manitoba economy.

Our network of over 1,800 registered Efficiency Manitoba suppliers is essential in bringing energy efficiency services and upgrades directly into homes and businesses throughout the province. These suppliers provide nearly all of our in-field delivery and support for energy-efficient products and services. From contractors to retailers to consultants, we're proud of the excellent work our registered suppliers do to encourage participation in our offers, deliver energy-saving upgrades, and contribute to the green economy.

Connecting workforce, economic development, and Reconciliation in action, Efficiency Manitoba and Raven Indigenous Outcomes Funds have partnered to support First Nation communities in Manitoba with community-based training. This enables local workforce development and the ability to conduct comprehensive home energy assessments and install ground and air source heat pumps.

## Our commitment to Reconciliation

Our guiding principle of Reconciliation is at the centre of Indigenous program design and implementation. Building respectful, collaborative relationships with our Indigenous partners has been instrumental in the delivery of our Indigenous programs. Relationships coupled with ongoing engagement have led to continuous improvements in program design and implementation driven by learning from our Indigenous partners. This is evident in our First Nation Energy Efficiency Program and Métis Energy Efficiency Offers, where program changes and pilots are a direct result of the engagement with communities and the Manitoba Métis Federation. Engagement with and feedback from our Indigenous partners led to opportunities including the realization of our Skownan First Nation "outsulation" pilot, as well as the enhanced windows and doors offer to our Indigenous programs.

One important engagement opportunity that exemplifies collaboration was the second in-person Indigenous Energy Efficiency Working Group (IEEWG) at the Wyndham Gardens in Winnipeg. The IEEWG's purpose to bring First Nation communities and Tribal Councils together to share their ideas and energy efficiency needs, as well as to provide feedback on our current and future programs. This is an opportunity for First Nations leadership, housing staff, or those active on environmental sustainability goals to learn from each other and share about the successes happening in their communities. All 63 First Nation communities and Tribal Councils were invited to attend this two-day event, which was ultimately attended by 95 delegates from 44 First Nation communities and four Tribal Councils.

Our commitment to Reconciliation extends beyond including dedicated Indigenous programs in our portfolio; it also includes providing opportunities for employees to learn about and deepen their understanding of Indigenous history as a part of the observance of the National Day for Truth and Reconciliation.

## CONTRACTOR FEATURE

### Whyte Ridge Furnace and Air Duct Cleaning

Heating systems are the single largest user of energy in homes, accounting for almost 60% of one's monthly energy bill. An energy-efficient heat pump is a great solution to lower electric heating costs. They transfer heat energy from the air or the ground to warm or cool a home. Our rebates on both air source and ground source heat pumps are available to make these upgrades even more affordable.

A registered Efficiency Manitoba supplier, Whyte Ridge Furnace and Air Duct Cleaning has installed air source heat pumps in homes throughout Manitoba.

"We've had amazing feedback from people that they're reducing their electric bills," says Taylor Adolphe, Operations Manager at Whyte Ridge. "The cost of installing an air source heat pump is higher than a traditional air conditioner, but when you do this with support from Efficiency Manitoba, it makes it a lot more reasonable to get it going, and you can save as you go."

Contractors like Whyte Ridge Furnace and Air Duct Cleaning work with customers to submit the required documents for our heat pump rebate, and we're here to help every step of the way.

"Efficiency Manitoba is very quick to check over everything, so there's a level of confidence that we're putting in a product that works. Efficiency Manitoba is on your side," Taylor says.

**“When we have a question, we can reach out to Efficiency Manitoba’s heat pump team, and we can talk with them directly.”**

Air source heat pumps can only operate down to a certain temperature (approximately between -10°C to -25°C, depending on the manufacturer's specification), so a secondary source of heating is required. Historically, air source heat pumps have been seen as only having electric back-up heat, but they can also work with a natural gas back-up, which is known as a hybrid system.

In a hybrid system, the heat pump operates as the primary source of heating, and the natural gas furnace provides the secondary source of heating. When the outdoor air temperature drops below the air source heat pump's operation point, the home's thermostat will switch the heating source to the natural gas furnace. This reduces greenhouse gas emissions (compared to a configuration with only a natural gas furnace), which reduces the negative impacts of climate change as a result.

During more mild weather, Taylor said a homeowner with a hybrid system may be able to operate their air source heat pump well into the winter!







# SUCCESS STORIES

We're very proud to support countless projects across the province in a variety of sectors and communities. This is saving energy, money, and the environment in action — may these stories inspire your next energy efficiency project or initiative!

# BUILDING ENVELOPE PROGRAM

## 52 Albert Street

Our Building Envelope Program supports a wide range of customers as they upgrade their buildings to reduce energy consumption, lower utility bills, and improve occupant comfort. Designed for commercial, industrial, agricultural, religious, institutional, and multi-unit residential buildings, the program offers financial incentives for energy efficiency upgrades including insulation, windows, doors, curtain wall, and storefront systems. Whether a customer is planning to retrofit a heritage property or modernize a large facility, our program provides valuable support from application to completion.

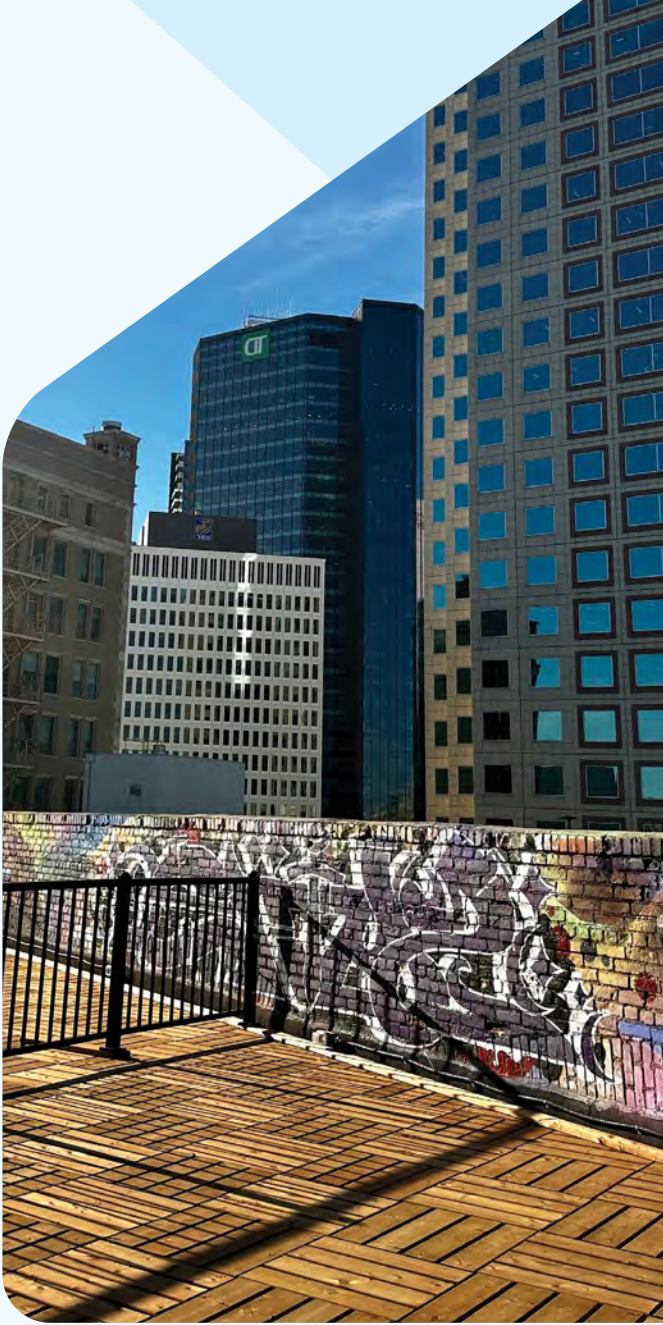
One of the projects benefitting from the Building Envelope Program this fiscal year was the transformation of 52 Albert Street, located in the heart of the Winnipeg Exchange District. The mixed-use heritage property, home to apartment units and commercial rental spaces, underwent a significant revitalization that combined modern energy efficiency measures while preserving its historic charm.

Jay Knysh, the building's owner, led the transformation, working closely with architects and engineers to ensure that every detail was thoughtfully considered. "It was a labour of love," he said during a site visit.

**“Energy efficiency was a constant focus throughout the planning and renovation process, which guided decisions big and small.”**

The upgrades included roof cavity insulation and window replacements. These energy efficiency improvements are estimated to save the building approximately 742,000 kilowatt-hours (kWh) annually, resulting in about \$37,000 in savings on utility bills each year. We provided them with over \$46,000 in incentives, including a 25% customer bonus.

Knysh described the application process as straightforward, with our team offering guidance throughout. "The Efficiency Manitoba team was very accommodating," added Knysh, noting that program support helped make the vision for the property a reality.





# BUSINESS LIGHTING PROGRAM

## Maple Leaf Foods Inc.

Our Business Lighting Program continues to support commercial, industrial, and agricultural customers in making cost-effective lighting upgrades that improve energy efficiency and reduce operational costs. Through financial incentives, we help businesses replace inefficient lighting with eligible LED lamps, fixtures, backlit signs, and lighting controls. These upgrades lower electricity use, often improve lighting quality, and reduce maintenance costs.



Maple Leaf Foods Inc. made an energy investment at their Brandon plant by upgrading 500 metal halide fixtures to energy-efficient LED fixtures. This lighting upgrade will deliver annual energy savings of 1,335,900 kWh as the fixtures operate 24 hours per day, seven days a week.

To support this project, we provided an incentive of \$125,000, which included a 25% customer bonus. The continuous operation of the facility and use of the lighting means these savings will have a major impact on Maple Leaf's energy consumption and utility bills.

# COMMERCIAL DEEP ENERGY RETROFIT PROGRAM

## 765 Main Street

Our Commercial Deep Energy Retrofit Program supports commercial building owners in achieving significant energy savings through major renovations. The program offers technical support and financial incentives to enhance whole-building energy efficiency and reduce operational costs. The program includes two phases: Phase 1 offers up to \$6,000 for energy modelling, while Phase 2 provides performance-based incentives ranging from \$2.25 to \$6.00 per square foot based on verified energy savings. An additional energy modelling incentive of up to \$6,000 is also available.

A notable example of the program's success is the Social Enterprise Centre, located at 765 Main Street in Winnipeg. This facility houses 11 collaborative organizations that offer wraparound support and career-building opportunities in construction for individuals facing employment barriers.

By incorporating energy efficiency measures such as triple-pane windows, air source heat pumps, and energy recovery ventilators, the project team achieved a 31.5% improvement in the building's overall energy efficiency. As a result, the project received a performance incentive of \$102,000 and \$12,000 toward their energy modelling costs, bringing our total financial support to \$114,000.

The building at 765 Main Street also celebrated its 100th anniversary this fiscal year. We were proud to support the modernization financially and by joining the anniversary celebration alongside the project team.

The successful completion of their energy efficiency upgrades also earned the Social Enterprise Centre an energy efficiency certification, recognizing their commitment to sustainable building practices.

# CUSTOM ENERGY SOLUTIONS PROGRAM & STRATEGIC ENERGY MANAGER INITIATIVE

## McCain Foods

We understand that while many organizations recognize opportunities to reduce their energy costs, pursuing sustained significant energy savings requires a more concentrated approach. That's why we created the Strategic Energy Manager Initiative, a program designed to help large industrial customers take a structured, long-term approach to energy reduction and sustainability.

Through this initiative, participating companies receive the support of a dedicated on-site energy manager with upfront funding provided by Efficiency Manitoba to offset the initial hiring costs. They're also given access to workshops, coaching, bonus incentives, funding for training courses, and support to quantify and verify energy savings.

By embedding a culture of continuous improvement, our Strategic Energy Manager Initiative empowers organizations to lower their operating costs, reduce their environmental impact, and meet long-term sustainability goals.

McCain Foods (Canada) is a Strategic Energy Manager Initiative participant and has hired an energy manager for both their Carberry and Portage la Prairie facilities. As a global leader in frozen potato products, McCain sites have large, energy-consuming manufacturing processes that benefit from a targeted and strategic approach to energy savings.

Our Custom Energy Solutions Program provides performance-based incentives when customers make upgrades to their

facility that save electricity and/or natural gas. Through this program, McCain's energy manager implemented impactful projects leading to measurable, verified savings.

At the Carberry plant, McCain focused on heat loss in steam piping and equipment where insulation was missing or deteriorated. With our technical support and financial incentives, the team insulated exposed components, preventing unnecessary energy waste. Two projects at the Portage la Prairie facility captured waste heat that would otherwise be lost.

Together, these three projects achieved over one million cubic metres in verified natural gas savings in just one year, which led to a combined incentive of over \$226,400 through our Custom Energy Solutions Program.





# ENERGY EFFICIENCY ASSESSMENTS

## Eastside Industrial Coatings and Composites

Many owners and operators of large facilities recognize the importance of using less energy. But in industrial operations with heavy processing loads, knowing where to start can be a challenge. An energy efficiency assessment allows industrial customers to understand their energy use and improve the energy efficiency of their operations.

During the site assessment, an expert from our team will walk through the site, analyze the current energy consumption patterns, and outline tailored improvements that can be made. They'll identify the Efficiency Manitoba programs and financial incentives that can provide the most value to the business.

Eastside Industrial Coating and Composites was established in 1997 as a coatings business that prepared fibreglass and metal components for original equipment manufacturers in the area. The company has since expanded into composites manufacturing and developing innovative production methods. Chad Brick, President of The Eastside Group of Companies, recognized the company's industrial coatings facility could benefit from some energy-saving measures. After a positive experience working with Efficiency Manitoba related to their compressed air systems, he knew to check with us and request an energy efficiency assessment.

"Getting started was very straightforward. I knew right away that Efficiency Manitoba was going to be helpful and supportive throughout the entire process," Chad says.

Our industrial team first spoke to Chad to gather more information about his facility and its operations and then went to the Springfield Road facility to analyze their operations, and help Eastside understand their energy use. During the walk-through, we identified several energy efficiency opportunities including lighting and lighting control upgrades throughout their office and plant as well as specific upgrades to the paint booth to automate the lights and exhaust fans, which could lead to improvements to the overall plant ventilation.

"Efficiency Manitoba was very knowledgeable and gave me lots of helpful recommendations to save energy," added Chad.

**"I'm looking forward to exploring these options further and continuing to work with Efficiency Manitoba to make our industrial coatings facility become even more energy efficient."**

When Chad chooses to take on any larger retrofit projects based on the assessment, we're ready to assist with additional technical support and financial incentives through our wide variety of other offers for industrial customers.



# FIRST NATION ENERGY EFFICIENCY PROGRAM

## Dahlu T'ua (Barren Lands First Nation)

Energy efficiency is a powerful tool for sustainable growth and environmental stewardship. Through our First Nation Energy Efficiency Program, we collaborate with communities to find ways to reduce energy consumption and address bill affordability.

In 2024/25, we provided our very first bulk window and doors rebate to Dahlu T'ua (Barren Lands First Nation). In total, we supported the installation of 83 ENERGY STAR certified triple pane windows in 23 homes, resulting in the community receiving a \$24,900 rebate. This is a significant achievement, as the community is one of four remote First Nations in Manitoba that generate electricity with diesel fuel.

"We are incredibly grateful for the exceptional work of Efficiency Manitoba in securing the door and window rebate for Barren Lands First Nation," said Gilbert Custer, Housing Manager in Dahlu T'ua. "Their dedication and expertise in navigating this process have been invaluable."

The new windows and doors are resulting in lower energy bills for the community and improved indoor comfort for residents. The reduction in fuel consumption also has beneficial environmental impacts.

**"The financial support from these rebates will significantly impact our ongoing projects, allowing us to enhance our facilities and better serve our community. We truly appreciate their hard work and commitment and look forward to continuing our collaboration in the future."**

**Gilbert Custer**  
Housing Manager, Dahlu T'ua



# NEW HOMES PROGRAM

## Habitat for Humanity Manitoba

In May 2024, we signed a collaboration agreement with Habitat for Humanity Manitoba (Habitat Manitoba) to jointly pursue energy use reductions in homes. This partnership enables the construction, operation, and maintenance of energy-efficient housing for low-income homeowners throughout the province, leading to lower living costs for Habitat Partner families.

Habitat Manitoba takes great pride in consistently building some of the most energy-efficient houses in Canada in any price range. They'll expand on their successes through this collaborative effort by acting on our expert advice regarding energy-efficient construction practices and technologies, as well as providing education to ensure homeowners are able to adopt energy-efficient practices in their new homes. These strategies lower monthly energy bills for Habitat homeowners and improve home comfort and reduce environmental impacts.

"I am very pleased to see these two dedicated organizations work together to achieve shared goals for the benefit of Manitobans," said Tracy Schmidt, former Minister of Environment and Climate Change.

**“The collaboration agreement between Efficiency Manitoba and Habitat Manitoba presents great potential to bring greater energy efficiency into more homes, address the climate crisis, and make homeownership more affordable for those who need it most.”**

**Tracy Schmidt**  
Former Minister of Environment and Climate Change

Our team of technical experts provides guidance to Habitat Manitoba in energy-efficient technologies and construction practices. We offer a variety of rebates and initiatives to reduce the costs associated with energy efficiency upgrades, allowing homeowners to realize immediate and long-term bill savings.

"Bill affordability and energy poverty are real issues many Manitoba families are experiencing in greater numbers. Helping Manitobans access our rebates and expertise to incorporate energy efficiency into their homes plays an important role in addressing these burdens," said Colleen Kuruluk, CEO of Efficiency Manitoba. "By collaborating with Habitat Manitoba, we're driving even more opportunities to help Manitobans on a limited income understand the value of saving energy and take advantage of its many benefits, including lower energy bills and improved home comfort."

Habitat Manitoba continues to be actively involved with our New Homes Program, which provides homeowners and builders with rebates and expert design assistance when they build energy-efficient new homes. Homes constructed through the program are at least 25% more energy efficient than new homes built to minimum building code requirements; they also receive an energy label and a Certified Energy Efficient designation from Efficiency Manitoba. Impressively, Habitat Manitoba has already shown great leadership in energy efficiency with all new homes designed to meet and exceed the New Homes Program standards, many of which are also Net Zero Energy Ready.

"Building energy-efficient homes is one of the ways that we ensure that both the purchase cost and the operating costs are affordable for the low-income families that we serve," said Jamie Hall, CEO of Habitat for Humanity Manitoba. "This commitment to collaboration with Efficiency Manitoba helps us ensure we are doing the most we can for our families and for our planet."

# SMALL BUSINESS PROGRAM

## BDC Small Business Week contest

Both our Small Business Program and Indigenous Small Business Program offer comprehensive energy efficiency solutions for small businesses across Manitoba. Through these initiatives, eligible businesses receive Basic Upgrades, which include free energy-saving products such as faucet aerators, showerheads, and advanced power strips. A free lighting and attic insulation assessment can help the business learn how they can save even more through a Premium Upgrade.

Businesses can qualify for Premium Upgrades wherein we'll cover 70% of the costs for premium retrofits like smart thermostats, specialty lighting, lighting controls, and pitched roof insulation. Qualifying Indigenous small businesses can receive these upgrades at no cost.

We held a successful contest that coincided with the Business Development Bank of Canada (BDC) 2024 Small Business Week. For the first part of the contest, we awarded five social media followers \$100 gift cards to their favourite Manitoba small business. Participants were required to follow us on social media, tag their favourite Manitoba small business, and share what they loved about them. Not only did this increase our online audience, but this also helped to promote various small businesses across the province.

For the second part of the contest, we awarded seven small businesses a free Premium Upgrade and a \$500 Manitoba Hydro bill credit. Over 135 Manitoba small business owners entered to win. The winners were as follows:

- ➔ Dene Cree Designs Inc. (Winnipeg)\*
- ➔ Jenna Rae Cakes (Winnipeg)
- ➔ Kid City (Winnipeg)\*
- ➔ Main Street Market & Studio (Carberry)
- ➔ Momenta Inc. (Winnipeg)
- ➔ Riverside Day Care Inc. (Thompson)
- ➔ South East Ventilation Ltd. (Winnipeg)\*

\*Indigenous-owned small businesses





# STEAM TRAP AUDITS

## Quintex

Quintex, a full-service uniform and facility services company in Winnipeg, recently participated in a steam trap audit supported by our Industrial Steam Trap Program.

Steam traps are automatic valves used in steam systems to remove condensed water and air while preventing the loss of live steam. They play a critical role in maintaining energy efficiency and protecting equipment in industrial operations. On average, 15% to 30% of traps are failing in systems that haven't been maintained for three to five years. A plant-wide steam trap audit can identify the traps needing replacement, helping to save energy and money and prevent system damage.

Out of the company's 48 steam traps, 18 were identified as leaking, reflecting a failure rate of around 38%.


By repairing or replacing these failed traps, Quintex is projected to save close to 49,000 m<sup>3</sup> of natural gas annually, reduce greenhouse gas emissions by more than 92,500 kg CO<sub>2</sub>e, and lower their steam loss by 1,214,000 pounds per year! These upgrades are also estimated to save them \$10,000 per year on their utility bills.

In addition to these savings, we provided a \$700 incentive, covering over half the cost of their leak assessment, supporting Quintex in their work with over 2,500 Manitoba businesses and organizations while reducing their environmental impact.

New leaks constantly arise in industrial facilities, wasting energy and money. These leaks can often go unnoticed, making regular inspection and repair crucial for saving energy and lowering operating costs. Efficiency Manitoba offers financial incentives for leak assessments and repairs for steam traps and compressed air systems.







# FINANCIAL STATEMENTS OF EFFICIENCY MANITOBA INC.

And Independent Auditor's Report thereon  
Year ended March 31, 2025

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Efficiency Manitoba Inc.

### *Opinion*

We have audited the financial statements of Efficiency Manitoba Inc. (the Entity), which comprise the statement of financial position as at March 31, 2025, the statements of operations and accumulated surplus, changes in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2025, and its results of operations, its changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***“Auditor’s Responsibilities for the Audit of the Financial Statements”*** section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Other Information***

Management is responsible for the other information. Other information comprises the information, other than the financial statements and the auditor’s report thereon, included in a document expected to be entitled “Annual Report 2024-25”.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

The information, other than the financial statements and the auditor’s report thereon, included in a document expected to be entitled “Annual Report 2024-25” is expected to be made available to us after the date of this auditor’s report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

***Auditor’s Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.  
  
The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Winnipeg, Canada  
June 10, 2025

# EFFICIENCY MANITOBA INC.

## Statement of Financial Position

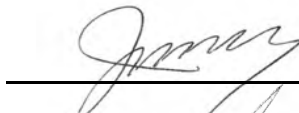
As at March 31, 2025, with comparative information for 2024


	2025	2024
Financial assets:		
Cash	\$ 4,575,901	\$ 1,144,485
Accounts receivable and accrued revenue (notes 3 and 8)	548,390	22,706,716
	5,124,291	23,851,201
Financial liabilities:		
Accounts payable and accrued liabilities (note 8)	4,701,153	24,792,968
Deferred revenue (note 8)	814,020	—
	5,515,173	24,792,968
Net debt	(390,882)	(941,767)
Non-financial assets:		
Tangible capital assets (note 2)	687,034	941,495
Prepaid expenses	390,882	941,767
	1,077,916	1,883,262
Accumulated surplus	\$ 687,034	\$ 941,495
Accumulated surplus is comprised of:		
Invested in tangible capital assets	\$ 687,034	\$ 941,495

Commitments (note 6)

See accompanying notes to financial statements.

On behalf of the Board:

 Director

 Director



# EFFICIENCY MANITOBA INC.

## Statement of Operations and Accumulated Surplus

Year ended March 31, 2025, with comparative information for 2024

	Budget (Note 10)	2025	2024
Revenue:			
Contributions (note 4)	\$ 76,428,286	\$ 67,213,040	\$ 55,235,407
Interest income	175,000	194,424	207,541
	76,603,286	67,407,464	55,442,948
Expenses:			
Salaries and benefits (note 7)	9,648,567	10,166,176	8,519,543
Customer incentives (note 8)	50,759,959	45,462,833	36,434,528
Contracted services and program delivery	10,953,962	6,753,382	5,912,076
Regulatory expense	—	26,870	74,443
Rent	411,800	430,309	416,623
Other expenses (note 8)	4,828,998	4,567,894	4,085,735
	76,603,286	67,407,464	55,442,948
Surplus for the year before the undernoted	—	—	—
Manitoba Hydro contributions related to capital	50,000	69,837	78,056
Amortization expense	(316,290)	(316,512)	(325,394)
Loss on disposal of tangible capital assets	—	(7,786)	—
Deficit for the year	\$ (266,290)	(254,461)	(247,338)
Accumulated surplus, beginning of year		941,495	1,188,833
Accumulated surplus, end of year	\$	687,034	\$ 941,495

See accompanying notes to financial statements.

# EFFICIENCY MANITOBA INC.

## Statement of Changes in Net Debt

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Deficit for the year	\$ (254,461)	\$ (247,338)
Additions to tangible capital assets	(69,837)	(78,056)
Amortization of tangible capital assets	316,512	325,394
Loss on disposal of tangible capital assets	7,786	—
Change in prepaid expenses	550,885	(621,688)
	550,885	(621,688)
Net debt, beginning of year	(941,767)	(320,079)
Net debt, end of year	\$ (390,882)	\$ (941,767)

See accompanying notes to financial statements.



# EFFICIENCY MANITOBA INC.

## Statement of Cash Flows

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating transactions:		
Deficit for the year	\$ (254,461)	\$ (247,338)
Amortization of tangible capital assets	316,512	325,394
Loss on disposal of tangible capital assets	7,786	–
Change in non-cash operating working capital:		
Accounts receivable and accrued revenue	22,158,326	(239,125)
Prepaid expenses	550,885	(621,688)
Accounts payable and accrued liabilities	(20,091,815)	(909)
Deferred revenue	814,020	–
	3,501,253	(783,666)
Capital transactions:		
Additions to tangible capital assets	(69,837)	(78,056)
Increase (decrease) in cash	3,431,416	(861,722)
Cash, beginning of year	1,144,485	2,006,207
Cash, end of year	\$ 4,575,901	\$ 1,144,485

See accompanying notes to financial statements.

# EFFICIENCY MANITOBA INC.

## Notes to Financial Statements

Year ended March 31, 2025

### General:

The Efficiency Manitoba Act was proclaimed on January 24, 2018. The Act established a crown corporation without share capital, Efficiency Manitoba Inc. (the “Corporation”). The Board of Directors of the Corporation was appointed May 16, 2018. The Corporation commenced operations effective April 1, 2020.

The mandate of Efficiency Manitoba Inc. is to:

- Implement and support demand-side management initiatives to meet savings targets and achieve any resulting reductions in greenhouse gas emissions in Manitoba;
- Achieve additional reductions in the consumption of electrical energy or natural gas if the reductions can be achieved in a cost-effective manner;
- Mitigate the impact of rate increases and delay the point at which capital investments in major new generation and transmission projects will be required to serve the needs of Manitobans; and
- Promote and encourage the involvement of the private sector and other non-governmental entities in the delivery of its demand-side management initiatives.

The Corporation is exempt from income taxes under *The Income Tax Act*.

In recognition of the benefits received by Manitoba Hydro from the efforts of the Corporation, Manitoba Hydro is responsible for funding operations of the Corporation pursuant to legislation, net of any funds the Corporation has available from other sources. The Corporation is therefore economically dependent on Manitoba Hydro for continued operations.

### 1. Significant accounting policies:

These financial statements are prepared in accordance with Canadian public sector accounting standards. The significant accounting policies are summarized as follows:

#### (a) Revenue:

Contributions are recognized in the period in which the transactions or events occurred that gave rise to the revenue.

Investment income is recognized as revenue in the year in which the income was earned.



1. Significant accounting policies (continued):

(b) Expense recognition:

Customer incentives are recognized once designated Corporation authorities have approved the incentive payment and a reasonable estimate of the value of the incentive payment is established.

All other expenses are reported on an accrual basis. The cost of all goods consumed, and services received during the year is expensed.

(c) Financial instruments:

Derivative instruments and equity instruments that are quoted in an active market are reported, on initial recognition and subsequently, at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has not elected to carry these instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

Canadian public sector accounting standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

- Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 - Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

The Corporation has no financial instruments that are measured at fair value.

1. Significant accounting policies (continued):

(d) Tangible capital assets:

Tangible capital assets are recorded at cost. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. When a tangible capital asset no longer contributes to the Corporation's ability to provide services, its carrying amount is written down to its residual value.

Specialized demand side management software represents costs incurred by the Corporation in the configuration and customization of software provided by a third-party vendor for the Corporation's use to manage the customer and delivery partner experience throughout the program application life cycle. The capitalized costs represent costs directly incurred in bringing the software into productive use. Costs incurred on research into software options and on post-implementation activities are expensed as incurred.

Tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Estimated useful lives
Computers	3 years
Computer software	5 years
Equipment	10 years
Furniture and fixtures	2 to 10 years
Specialized demand side management software	5 years

(e) Employee future benefits:

Eligible employees of the Corporation are members of the Civil Service Superannuation Fund pension plan (the "Plan"), a multi-employer, defined benefit pension plan. As individual entities within the Plan are not able to identify their share of the underlying assets and liabilities, the Corporation is accounting for the Plan as a defined contribution plan. The cost of the Plan is recognized based on contributions required to be made during each period. The Corporation's liability under the Plan is limited to the contributions required during the year.

Retirement entitlement obligations, severance and vacation entitlement benefits, if any, are accrued as employees earn the benefits.



# EFFICIENCY MANITOBA INC.

## Notes to Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. The most significant estimate relates to accrued revenue. Actual results could differ from those estimates.

2. Tangible capital assets:

Cost	Balance at March 31, 2024	Additions	Disposals	2025 Total	2024 Total
Computers	\$ 344,184	\$ 69,837	\$ (27,826)	\$ 386,195	\$ 344,184
Furniture and fixtures	350,950	—	(6,420)	344,530	350,950
Equipment	36,521	—	—	36,521	36,521
Computer software	51,217	—	(51,217)	—	51,217
Specialized demand side management software	1,035,134	—	—	1,035,134	1,035,134
	\$ 1,818,006	\$ 69,837	\$ (85,463)	\$ 1,802,380	\$ 1,818,006

Accumulated Amortization	Balance at March 31, 2024	Additions	Disposals	2025 Total	2024 Total
Computers	\$ 255,686	\$ 62,294	\$ (27,224)	\$ 290,756	\$ 255,686
Furniture and fixtures	68,615	34,453	(6,420)	96,648	68,615
Equipment	—	3,348	—	3,348	—
Computer software	34,643	9,390	(44,033)	—	34,643
Specialized demand side management software	517,567	207,027	—	724,594	517,567
	\$ 876,511	\$ 316,512	\$ (77,677)	\$ 1,115,346	\$ 876,511

# EFFICIENCY MANITOBA INC.

## Notes to Financial Statements (continued)

Year ended March 31, 2025

2. Tangible capital assets (continued):

Net book Value	2025 Total	2024 Total
Computer	\$ 95,439	\$ 88,498
Furniture and fixtures	247,882	282,335
Equipment	33,173	36,521
Computer software	—	16,574
Specialized demand side management software	310,540	517,567
	\$ 687,034	\$ 941,495

3. Accounts receivable and accrued revenue:

Accounts receivable and accrued revenue is comprised of the following:

	2025	2024
Province of Manitoba accounts receivable	\$ 548,390	\$ 10,936,577
Province of Manitoba accrued revenue (note 5)	—	10,517,618
Manitoba Hydro (note 8)	—	801,985
Government of Canada	—	450,188
Other	—	348
	\$ 548,390	\$ 22,706,716

4. Contributions:

Contributions are comprised of the following:

	2025	2024
Manitoba Hydro	\$ 67,201,013	\$ 44,706,311
Federal government contributions	12,027	—
Low Carbon Economy Leadership Fund (note 5)	—	10,517,618
Province of Manitoba	—	11,478
	\$ 67,213,040	\$ 55,235,407



5. Low Carbon Economy Leadership Fund:

The Canada-Manitoba Low Carbon Economy Leadership Fund (“Leadership Fund”) Agreement was concluded effective May 10, 2019, and amended March 17, 2022 and April 27, 2023, between the Government of Canada and the Province of Manitoba.

The Leadership Fund provides financial support to the Province of Manitoba to deliver on leadership commitments to reduce greenhouse gas emissions (GHG), including but not limited to those outlined in the Pan-Canadian Framework on Clean Growth and Climate Change, ultimately leading to cleaner and healthier communities.

The Corporation's portfolio of natural gas demand-side management programs has been approved as an eligible activity to receive funding from the Leadership Fund.

Through the Leadership Fund, the Government of Canada agrees to provide funding to the Province of Manitoba towards eligible expenditures (as defined in the agreement) of the Corporation's natural gas portfolio of programs up to a maximum amount of \$32,299,209 over the period of the agreement. Eligible expenditures include all expenses related to the implementation and operation of demand-side management programs for gas.

The Leadership Fund Agreement covers eligible expenditures incurred by the Corporation on its natural gas portfolio of programs between December 8, 2020 and March 31, 2024. The Corporation has until June 30 of each claim year to submit its claim for reimbursement under the agreement.

No amount was claimed under the agreement during the year ended March 31, 2025, as the agreement expired on March 31, 2024. The estimated amount claimed under the agreement for the year ended March 31, 2024 was \$10,517,618, which was recorded as accrued revenue from the Province of Manitoba on March 31, 2024 (note 3). Amounts received or receivable under the Leadership Fund are used to reduce the amounts otherwise to be funded by Manitoba Hydro to the Corporation. Changes in estimates of accrued revenue are recorded in the period in which they occur.

6. Commitments:

The Corporation entered into an agreement to lease office space under an operating lease commencing May 1, 2022 with an expiry date of July 31, 2032. The Corporation's annual payments for the next five fiscal years under the lease are as follows:

2026	\$	440,054
2027		452,565
2028		451,978
2029		462,076
2030		463,213
Thereafter		1,080,831
		<hr/>
		\$ 3,350,717

The Corporation has engaged the services of consultants to provide services for the Corporation's customer incentive programs under contracts that may be terminated within specific notice periods, generally thirty days. The monthly commitment under these contracts is approximately \$421,546.

In addition, in the normal course of business, the Corporation has entered into contracts with qualified service providers to deliver certain incentive programs on behalf of the Corporation. The amounts paid to the service providers will vary based on the participation volumes achieved by the service providers, which are not reflected in the commitments above.

7. Employee pension plan:

Eligible employees of the Corporation are members of the Civil Service Superannuation Fund pension plan (the “Plan”), a multi-employer, defined benefit pension plan. The Plan specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. During the year, the Corporation contributed \$606,893 (2024 - \$516,883) to the Plan on behalf of its employees. Contribution rates for the Corporation are at 7.1 percent (2024 - 7.1 percent) of pensionable earnings up to the yearly maximum pensionable earnings limit (YMPE) and 9.0 percent (2024 - 9.0 percent) on earnings in excess of the YMPE.



# EFFICIENCY MANITOBA INC.

## Notes to Financial Statements (continued)

Year ended March 31, 2025

8. Related party transactions:

For the year ended March 31, 2025, the costs charged by Manitoba Hydro to the Corporation represent services that the Corporation has engaged Manitoba Hydro to perform on its behalf.

The amounts charged by Manitoba Hydro to the Corporation and the financial statement captions in which they are recognized are as follows:

	2025	2024
Customer incentives	\$ 738,333	\$ 881,471
Other expenses	5,791	5,534
Total	\$ 744,124	\$ 887,005

Accounts payable and accrued liabilities at March 31, 2025 includes accounts payable of \$629,724 (2024 - \$21,961,223) to Manitoba Hydro arising from contributions received in advance from Manitoba Hydro that are to be repaid, as a result of the Leadership Fund. The contributions to be repaid to Manitoba Hydro will be paid once the receivable from the Province of Manitoba under the Leadership Fund (note 3) is collected.

Accounts receivable and accrued revenue of nil on March 31, 2025 (2024 - \$801,985) (note 3) represents contribution amounts due from Manitoba Hydro. The Corporation expects to settle the amounts payable to and accounts receivable from Manitoba Hydro on a gross basis.

Deferred revenue of \$814,020 at March 31, 2025 (2024 - nil) represents contributions received from Manitoba Hydro during the year ended March 31, 2025 in excess of expenditures incurred.

# EFFICIENCY MANITOBA INC.

## Notes to Financial Statements (continued)

Year ended March 31, 2025

9. Financial risks:

Liquidity risk:

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating requirements. The Corporation prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

Management believes it is not exposed to significant market, credit, interest rate or cash flow risk from its financial instruments.

There has been no change to the risk exposures from 2024.

10. Budget:

On May 28, 2024, the Board of Directors of the Corporation approved the 2024/25 operating budget which has been utilized in these financial statements.









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**efficiencyMB.ca**