



EFFICIENCY MANITOBA



**SAVE TODAY.
SAVE TOMORROW.**

2025/26
ANNUAL REPORT



LAND ACKNOWLEDGMENT

Efficiency Manitoba acknowledges that our work takes place across Manitoba and that Manitoba is located on the Treaty Territories and ancestral lands of the Anishinaabeg, Anishinewuk, Dakota Oyate, Denesuline, and Nehethowuk Nations. We acknowledge that Manitoba is the traditional homeland of the Red River Métis and northern regions include lands that are the ancestral home of the Inuit.

We recognize and honour the enduring stewardship of these lands and waters by Indigenous peoples since time immemorial. We acknowledge that the lands and resources we rely on are not owned, but shared and borrowed, and that this carries a responsibility for care, respect, and sustainability.

For Efficiency Manitoba, Reconciliation is an ongoing practice. We're committed to working alongside Indigenous communities in a way that prioritizes listening, learning, and building respectful partnerships. We recognize the need to continue strengthening relationships and ensuring that our programs and services are equitable, inclusive, and responsive to the needs and priorities of Indigenous peoples and communities.

This acknowledgment reflects our responsibility to support Reconciliation through our actions, our partnerships, and our commitment to a more sustainable and equitable future for all Manitobans.



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MESSAGE FROM THE BOARD CHAIR



Building a more affordable, productive & low-carbon Manitoba economy

On behalf of the Board of Directors, it is my privilege to present Efficiency Manitoba's Annual Report for 2025/26.

Throughout the year, the Board continued its work in advancing the organization's legislated responsibilities, ministerial mandate priorities, and overall strategic direction. We remained focused on strong governance and the important role energy efficiency will — and must — play in Manitoba's future.

If there's anything I've taken away since becoming Board Chair, it's that there has never been a more important time to invest in energy efficiency. Reducing our province's consumption of electricity and natural gas is a practical strategy to improve affordability for all Manitobans and support a growing low-carbon economy.

While helping Manitobans reduce consumption of energy is what we do, the outcome of our work is much more than just efficiency. It's affordability, productivity, and building economic resilience. Through our programs, we make energy bills smaller, leaving families with more money in their pockets at the end of the month. We generate tens of millions in new work for local suppliers, contractors, and installers. We reduce energy expenses for local businesses and industry, leaving more in the bottom line to make expansion and

growth possible. And we leave energy in the grid and help to ensure our province has enough clean electricity to attract new industry and allow local firms to grow. At a time of unprecedented global uncertainty, we are helping to build a resilient and competitive Manitoba economy.

Efficiency Manitoba's crucial work in achieving long-term energy savings is taking place in a quickly evolving energy context. The Government of Manitoba's net-zero commitments, alongside the urgent and growing need for affordable and reliable energy in the province and across Canada, have very clearly illustrated the need to act now rather than later. Efficiency Manitoba is well-positioned and fully equipped to help translate these goals into on-the-ground, practical, tangible projects. Through a vision of enabling a sustainable and affordable energy future for a resilient Manitoba, and a mission of inspiring Manitobans to save energy, reduce costs, and contribute to a greener province, we are doing our part to translate policy direction into meaningful results.

Throughout 2025/26, Efficiency Manitoba continued to support government priorities and ministerial direction, including contributing in an advisory capacity to Manitoba's Affordable Energy Plan, Manitoba's Path to Net Zero, and the delivery of the Affordable Home Energy Program. Our Board of Directors supports this work.

We are deeply committed to climate action and seeing the economic benefits resulting from reducing energy waste. Efficiency Manitoba is ready to move from planning to implementation, and has demonstrated the expertise, discipline, responsiveness, and capacity required to support that next phase.

We are a small team, nimble and responsive to the rapidly changing social and economic environment. We work with our private sector partners to provide cost-effective, timely services and we achieve exceptionally high rates of customer satisfaction.

The province is looking to Efficiency Manitoba, and to energy efficiency more broadly, to contribute to long-term energy, climate, economic, and affordability goals. They're demonstrating their confidence in Efficiency Manitoba, and I believe this confidence is well placed. This year, we again created meaningful value for Manitobans through improved bill affordability, generating good local construction and installation work, greenhouse gas reductions, and continued advancement with regard to Reconciliation. This progress confirms Efficiency Manitoba's ability to do more as expectations grow and opportunities expand.

At the same time, the Board understands what continued success will require. The long-term targets before us will be supported through the

next Efficiency Plan now under development, but sustained impact at the scale the province is seeking will depend on the right conditions. Legislative and policy alignment, as well as access to the tools and resources needed for implementation, will be essential. Efficiency Manitoba is ready to support provincial action planning, including net-zero implementation, and is well positioned to accelerate its contribution when that alignment enables the next phase of work.

I am looking forward to the many opportunities before us. Efficiency Manitoba can help shape a future that is more affordable, economically productive, resilient, greener, and more prosperous for all Manitobans.

I would like to thank my fellow directors for their ongoing dedication and service, and I would also like to acknowledge former Board Chair and Board Member — Jeannette Montufar-MacKay and Jack Winram, respectively — who served diligently and passionately during part of the year.

On behalf of the Board, I would also like to thank CEO Colleen Kuruluk and her dedicated team for their leadership, creativity, and hard work, which have made Efficiency Manitoba so successful. As board members, and more importantly as Manitobans, we are grateful for your efforts.

Duane Nicol
Board Chair

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.



BOARD MEMBERS



Duane Nicol (Chair)



Cindy Choy (Vice Chair)



Chantel Henderson



Curtis Hull



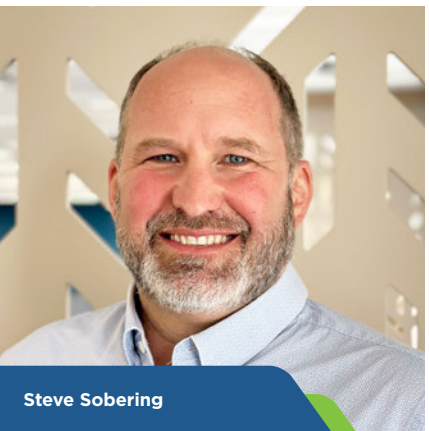
Dr. Stewart Hill



Dudley Thompson



Kim Laycock



Steve Sobering



Leilani Villarba

MESSAGE FROM THE CEO



Building momentum toward long-term savings

Another fiscal year for Efficiency Manitoba has come to an end, and what a successful year it was. The reporting period was marked by some truly incredible achievements for our organization. It's always a privilege to take this moment to acknowledge these accomplishments.

Efficiency Manitoba has been defined by building momentum since day one, and we've continued to build on that momentum throughout 2025/26. The results of our increasing investment in delivering meaningful energy efficiency offers are reflected in the number of homeowners and businesses who are participating in our offers — some of whom have become repeat customers — and the number of incentive dollars going directly into the hands of Manitobans. In fact, we provided more than \$59.6 million in incentives during 2025/26; this represents a 31% increase over the prior year. But these Manitobans get more than just a cheque. They get the ongoing bill savings resulting from their upgrades for years into the future. It's an investment with guaranteed returns.

People are noticing the value of our work, and it's showing up in measurable ways. Brand awareness has risen to 79% and we've maintained an exceptional customer satisfaction score of 92%, demonstrating the positive impact energy efficiency has on Manitobans. You can read a small sample of customer testimonials on page 23. It warms my heart knowing we're making a real, noticeable difference in the lives of Manitobans wherein participants will enjoy more comfortable and affordable spaces for many years.

Indeed, Efficiency Manitoba is creating a culture of efficiency that's expanded into homes, businesses, and communities across the province. The threads of our impact are woven throughout this report, particularly in the progress we've made on our key

initiatives (pages 13 to 15) and in our selection of success stories (pages 30 to 41). We appreciate these accomplishments would never have been possible without the willingness of Manitobans to recognize the value in reducing energy consumption. I encourage you to read these stories and get energized about what you can do to lower your energy bills and support an affordable, economically resilient future. We'll be here to help you along your path to energy efficiency.

There's one particular highlight from 2025/26 that I would be remiss to leave out of this message. We were the first jurisdiction in Canada to receive funding from the Canada Greener Homes Affordability Program. The funding is being used to enhance our offers for low- to median-income homeowners, making energy efficiency even more accessible to this customer segment. When we're able to secure funds from additional sources, it reduces the amount we have to spend, making our work even more cost-effective. From an economic perspective, this has a positive impact on all Manitobans.

Delivering energy efficiency offers wouldn't be possible without each and every employee who brings their expertise and passion to their role. We've remained focused on building not just an organization doing meaningful work, but also a workplace grounded in a strong sense of accountability, curiosity, support, and collaboration. These qualities have led to our recognition as one of Manitoba's Top Employers for the second year in a row. I'm incredibly proud of this acknowledgement; it reinforces the talent of our team and our commitment to doing the right thing. This commitment is catching on as we see Manitobans take ownership of their energy use and make choices that support a greener tomorrow.

Our momentum continues to build, and it couldn't come at a more important time. During our 2025/26 fiscal year, Manitoba Hydro released their 2025 Integrated Resource Plan (or IRP for short). Through the IRP, Manitoba Hydro emphasized that building additional electric capacity will be essential in the coming years, and energy efficiency (including reducing energy use at peak periods) was identified as a key contributor in managing the increased demand for electricity in our province. We take our part in this seriously, providing input into the IRP process and aligning ourselves with provincial priorities to positively impact Manitoba's energy future. You can read more about our involvement with the IRP on page 14.

Fostering a culture of energy efficiency relies on a community-based approach. We need the help of all Manitobans to build what we're calling an "efficiency power plant."

Thousands of energy-saving upgrades across the province — whether small or large — can add up to deliver required energy otherwise needed by new energy-producing infrastructure. And added benefits include lower costs (both financially and in terms of environmental impacts) and creating meaningful employment opportunities through Manitoba businesses "building" the efficiency power plant by implementing retrofits. So instead of generating more energy, we're reducing demand and creating more economic activity in every corner of our province. In essence, this is an "efficiency-first" approach. Taking steps to use less energy from existing sources before exploring and implementing additional energy sources to meet demand is good for everyone who calls Manitoba home.

Another successful year is in the books, but the work is never complete; we're continuing to strive toward meeting our long-term energy savings targets. We're well-poised and ready to continue delivering on our mandate and the important benefits of energy efficiency with a committed, expert team working in collaboration with thousands of Manitobans accessing programs and building their businesses around our offers. The positive impact energy efficiency has on the Manitoba economy can't be overstated.

At scale, energy efficiency upgrades preserve our power to help serve a growing economy, create good green jobs, and give people more purchasing power. And when the economy does well, Manitobans thrive. Investing in an efficiency-first approach supports our collective success.

In conclusion, I'd like to extend my sincere thanks to the many people and organizations who contributed to our success. Thank you to our Board of Directors for your ongoing guidance and support of our activities. Thank you to the Energy Efficiency Advisory Group, the Indigenous Energy Efficiency Working Group, and all other groups and individuals that have provided necessary feedback and insight to ensure our offers are representative of our diverse population. Thank you to Manitoba First Nations that have welcomed us into your communities to work alongside you, as well as the Manitoba Métis Federation for your invaluable partnership. Thank you to the countless other organizations that have graciously stepped forward to collaborate with us; to our employees, whose expertise and commitment power this essential work every single day; and to thousands of program participants, whose investments in energy efficiency are essential to our success.

We're building momentum, building an efficiency power plant, and building a brighter future for Manitoba — together.

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.

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



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



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



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

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 13 to 15 as well as throughout the report.

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



HIGHLIGHTS & ACCOMPLISHMENTS

As the energy landscape continues to evolve, the role energy efficiency plays in an environmentally and economically robust future is becoming increasingly important. We recognize it, Manitobans recognize it, other interested parties recognize it — and this recognition is translating into action. The appreciation of energy efficiency’s many benefits and increased participation in our offers are leading to impressive accomplishments, which we’re excited to share in this section.

KEY INITIATIVES ENSURE WE PRIORITIZE & MAKE PROGRESS ON OUR STRATEGIC GOALS

In accordance with the Crown Corporations Governance and Accountability Act, we prepare and publicly post an annual business plan outlining prescribed information in accordance with the Act. This annual report serves to report on the activities outlined therein.

The annual business plan outlines key initiatives we identified as focus areas for the fiscal year. Making progress on and completing these key initiatives contributes to the achievement of our strategic goals.

Legislative alignment

Ensuring Efficiency Manitoba’s work is aligned with the Government of Manitoba’s priorities allows us to appropriately focus our efforts on the most important and impactful activities related to energy efficiency.

The mandate letter we received from the Minister of Environment and Climate Change in March 2024 also outlines support areas we’ll be responsible for beyond energy savings. These include activities that support the provincial government’s net-zero goals, such as pursuing beneficial electrification projects and greenhouse gas emissions reductions. To secure a stable energy future for our growing province, we’ve also been asked to prioritize demand response initiatives and affordability.

We’ve laid the groundwork to deliver on many of these activities by beginning to develop demand response education materials and a pilot program (see *Demand response* on page 15), integrating provincial priorities into our in-progress Efficiency Plan submission (see *Efficiency Plan submission* on page 15), and providing our expertise to the provincial government to support their Affordable Energy Plan and Path to Net Zero objectives. We look forward to continuing this important work in the years ahead.

Manitoba Hydro 2025 Integrated Resource Plan support

Manitoba Hydro filed their 2025 Integrated Resource Plan (IRP) with the Public Utilities Board within this annual reporting period, marking a significant milestone for current and future energy priorities. Energy efficiency and demand response were both identified as key strategies to meeting future electric energy and capacity requirements, so our technical expertise and guidance through the plan’s development was crucial to ensure its customer-side components were accurately captured for impact.

Leading up to the release of the 2025 IRP, we provided technical guidance by forecasting the impacts of potential future energy efficiency

initiatives and providing advice to Manitoba Hydro regarding the treatment and modelling of demand-side management activities. Our team contributed significantly by participating in educational Technical Advisory Committee sessions and through direct engagement opportunities with Manitoba Hydro; these efforts ensured our expertise was heard and incorporated into the final publication.

Ultimately, the 2025 IRP placed significant emphasis on implementing both efficiency and demand response programs to meet our province’s energy demand and grid requirements by 2035. Through our upcoming Efficiency Plan, we’ll continue to implement program enhancements, strategies, and new offers to support Manitoba’s energy future.

Delivery of the Affordable Home Energy Program

Improving home energy affordability is a top priority for both the Government of Manitoba and Efficiency Manitoba. This fiscal year saw the launch of Manitoba’s Affordable Home Energy Program, which aims to help families upgrade to energy-efficient heat pump systems. We were excited to join the provincial government at a media event in June 2025 to announce this initiative to lower energy costs and improve indoor comfort for residents.

Our role in this program is to provide a variety of tailored offers to maximize access to affordable heat pump upgrades for every home, from single-family bungalows to suites in high-rise apartments. Through significant financial incentives, on-bill payments with no upfront costs, and other enhanced support options, we’re able to deliver real affordability benefits to Manitobans and help them start saving right away. We’re also pursuing exciting opportunities previously unseen in Manitoba. Through our Innovation Fund, we supported studies to determine the feasibility of ground source district energy systems, which serve multiple buildings in an entire development (including multi-unit residential buildings) and provide

important benefits associated with affordable and environmentally friendly heating and cooling. These studies will demonstrate what’s possible when ground source heat pump technology is implemented at scale.

Since its launch at the beginning of the fiscal year, the Affordable Home Energy Program has driven more residential customers to upgrade to ground source heat pumps. With greater public interest in heat pumps and the attractiveness of our enhanced offers, it’s important that we continue to prepare for what’s ahead by championing workforce development. We’ve seen a 35% increase in accredited installers with the Manitoba Geothermal Energy Alliance — an exciting development that will contribute to program success and Manitoba’s growing green economy. Throughout the fiscal year, we supported training opportunities for skilled heat pump professionals to further strengthen workforce capacity to serve growing customer interest. You can learn more about this training by reading the success story on page 31.

Demand response

Demand response refers to programs and strategies that encourage electricity users to shift their consumption to periods of lower demand or greater supply. Our work in this area — which was identified as a significant strategy in the 2025 IRP to increase electric capacity by reducing energy consumed at peak periods — significantly ramped up in 2025/26.

We’ve been working closely and collaboratively with Manitoba Hydro to develop a smart thermostat demand response pilot program. We’ve secured a third-party service provider to lead the implementation of the program. This is all being done to execute on a strategy that best serves Manitobans through the launch of this program in 2026/27.

We recognize that demand response is a relatively new concept to many Manitobans, which is why it was important for us to create a comprehensive education strategy. Throughout the fiscal year, we actively worked on developing educational materials to help the public better

understand demand and how participating in demand response can create positive impacts for the grid with simple behavioural changes.

Future demand response initiatives will be outlined in our next Efficiency Plan.

Efficiency Plan development

Efficiency plans are comprehensive 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 and support the energy requirements of the province.

A substantial amount of work was required within the fiscal year in advance of filing our next Efficiency Plan (the Plan) with the Public Utilities Board. Completed lead-up activities included conducting an in-depth analysis of our current internal and external environments, researching best practices for future energy efficiency implementation, conducting modelling and analysis of existing and potential new offers, and incorporating revised inputs for our cost-benefit analyses.

A key focus in 2025/26 was initiating engagement activities for the Plan, including the development of a comprehensive engagement plan that supports public and interested party participation through meetings, surveys, workshops, and other channels. Active engagement began near the end of the fiscal year and will continue into 2026/27, reflecting a process over several months that involves planning, implementation, analysis, and incorporating feedback. This phased approach ensures the Plan is informed by diverse perspectives and broad input from Manitobans.

Developing the Plan will continue into the 2026/27 fiscal year. We’re looking forward to putting forth a Plan that’s inclusive of new mandate priorities and considers the unique needs of Manitobans in all sectors.

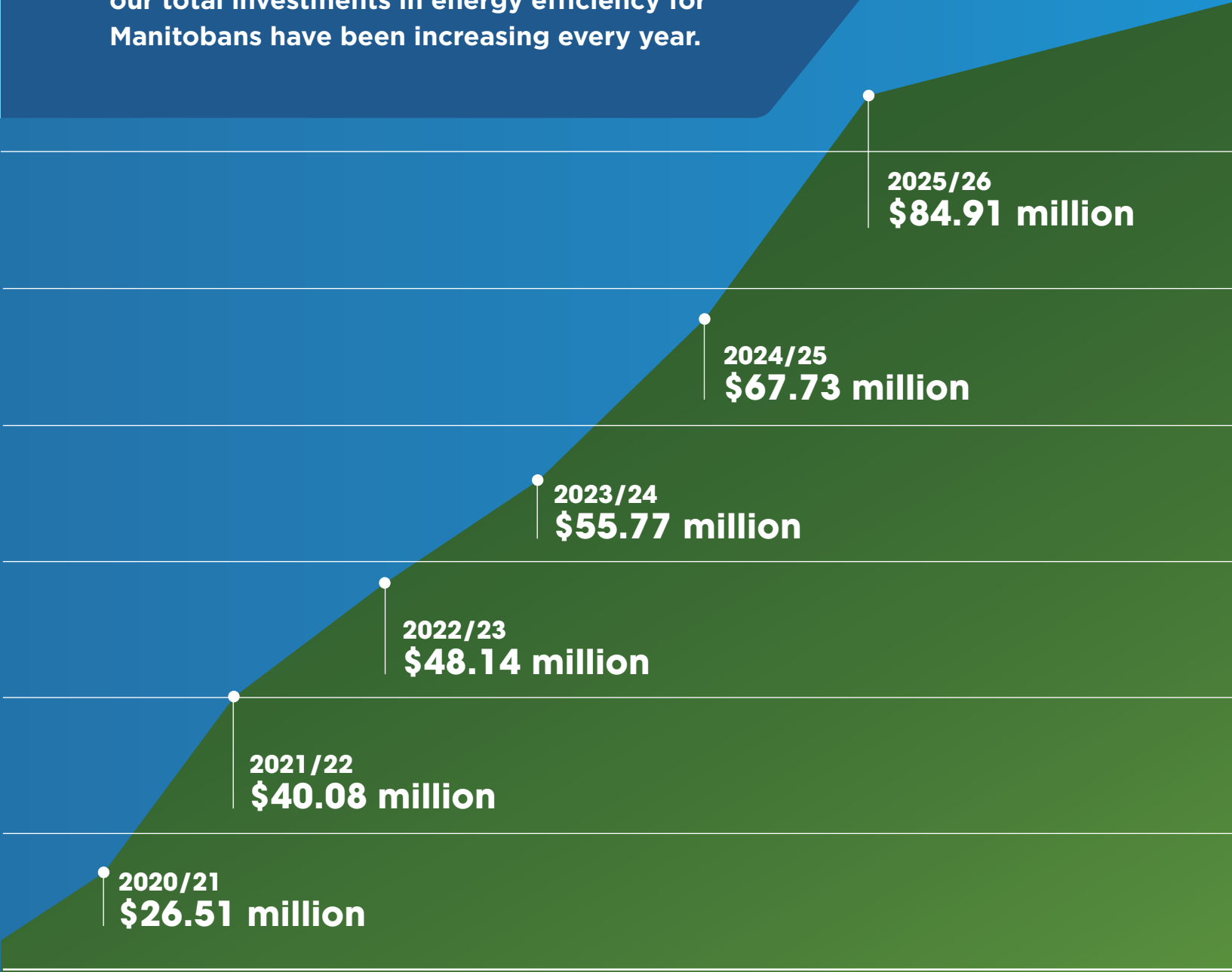
KEY PERFORMANCE INDICATORS DEMONSTRATE OUR ONGOING PROGRESS

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

Internal business*		2025/26 TARGET
% of load (electric)		1.5%
% of volume (natural gas)		0.75%
Electric acquisition cost (\$/kWh)		\$0.17
Natural gas acquisition cost (\$/m³)		\$1.61
Financial	2025/26 RESULTS	2025/26 TARGET
Total expenditures (million \$)	\$84.91	\$89.49
% of annual budget	94.9%	100.0%
% of expenditures customer incentives	70.2%	69.1%
Learning & growth	2025/26 RESULTS	2025/26 TARGET
% of planned expenditures on innovation	88%	80%
Employee satisfaction with opportunities to learn, grow, and develop	86%	80%
Customer	2025/26 RESULTS	2025/26 TARGET
Brand awareness	79%	75%
Customer satisfaction	92%	90%

*An independent assessment of our 2025/26 energy savings results is in process and will be delivered to our responsible minister by September 30, 2026, as per the Efficiency Manitoba Act. These results will be presented in our 2025/26 Annual Report Supplement.

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.



OUR OFFERS ARE DELIVERING REAL RESULTS

Energy efficiency can't be delivered effectively with a one-size-fits-all model. Every Manitoban is unique and experiences specific barriers that might impact their ability to invest in energy-saving measures. That's why we have programs and rebates available to meet the diverse needs of all Manitobans, including households, businesses, industry, and communities. Our offers are positioned to provide meaningful, equitable benefits to residential, income-qualifying, Indigenous, commercial, agricultural, and industrial customers throughout the province.

OFFERS IN MARKET DURING 2025/26

Sector	Offer	
Residential	➔ Air Source Heat Pump Rebate ➔ Appliance Recycling Program ➔ EnerGuide Home Evaluation Rebate** ➔ Ground Source Heat Pump Program* ➔ Home Energy Reports	➔ Home Energy Retrofits* ➔ Home Insulation Rebate ➔ Instant Rebates ➔ New Homes Program* ➔ Solar Rebate ➔ Virtual Energy Review** ➔ Windows and Doors Rebate
	➔ Energy Efficiency Assistance Program*	

*These offers are enhanced initiatives of the Affordable Home Energy Program.

**These offers are classified as enabling strategies. They enhance our offers and services, provide pathways for future energy savings, and support our strategic direction, but aren't specifically associated with in-year energy savings.

Sector	Offer	
Community	➔ Community Energy Efficiency Program**	➔ Generation E (School Education Program)**
Indigenous	➔ Community Heat Pump Program* ➔ First Nation Energy Efficiency Program ➔ Indigenous Community Energy Efficiency Program	➔ Indigenous Small Business Program ➔ First Nation Small Business Program ➔ Métis Small Business Program ➔ Métis Energy Efficiency Offers*
Commercial, industrial & agricultural	➔ Air Source Heat Pump Rebate ➔ Benchmark Studies** ➔ Building Envelope Program ➔ Business Lighting Program ➔ Commercial Deep Energy Retrofit Program* ➔ Commercial Energy Audit Program** ➔ Commercial Kitchen Appliances Program ➔ Commercial Refrigeration Program ➔ Custom Energy Solutions Program ➔ Energy Efficiency Assessments** ➔ Feasibility Studies**	➔ Ground Source Heat Pump Program* ➔ HVAC Program - Downstream ➔ HVAC Program - Upstream ➔ In-Suite Energy Efficiency Program ➔ Leak Assessment and Repair Program ➔ Load Displacement ➔ Manitoba School Lighting Initiative ➔ New Buildings Program* ➔ Small Business Program ➔ Solar Rebate ➔ Strategic Energy Management Cohorts ➔ Strategic Energy Manager Initiative
All	➔ Innovation Fund**	

NEW OFFERS

These are the new offers we launched to maximize the depth, diversity, and accessibility of our portfolio:

Offer name	Offer details
Affordable Home Energy Program	By supporting the delivery of Manitoba’s Affordable Home Energy Program, we’re making it easier for Manitobans to upgrade to energy-efficient ground source heat pump systems with no upfront costs. See page 14 for more information.
EnerGuide Home Evaluation Rebate	Eligible homeowners can receive a \$400 rebate when they complete a pre-retrofit EnerGuide evaluation. This enabling strategy helps homeowners understand how their home uses energy and provides them with a roadmap of home upgrades using an efficiency-first approach.
Leak Assessment and Repair Program	We help industrial, commercial, and agricultural customers find and fix costly compressed air and steam trap leaks by covering 50% of the leak assessment cost and offering incentives for completing repairs through pre-qualified service providers. Customers can participate annually to keep recurring leaks under control.
Manitoba School Lighting Initiative	This limited-time initiative aims to help K-12 schools reduce their energy use, save on their energy bills, and improve their lighting quality. Schools in urban, rural, northern, and First Nations communities can apply to receive funding for up to 100% of eligible LED lighting, lighting controls, and associated labour costs for energy-efficient lighting upgrades.
Strategic Energy Management Cohorts	We support small- to medium-sized industrial customers through fractional access to an energy management service provider, professionally facilitated workshops, one-on-one guidance and support, and peer learning. Participants develop a strategic energy management plan and implement practical measures that deliver lasting energy savings. This collaborative structure encourages peer-to-peer interaction with company-selected Energy Champions, fosters accountability, and builds momentum toward achieving energy savings targets.

ENHANCED OFFERS

These are the offer enhancements we made to encourage participation and further increase our energy savings outcomes:

Offer name	Enhancement details
Air Source Heat Pump Rebate	We implemented a simplified rebate structure of \$2,000 for centrally ducted cold climate air source heat pumps and \$1,500 for ductless cold climate air source heat pumps. Application pre-approval is no longer required.
Business Lighting Program	We increased our customer bonus from 25% to 50% and extended our \$100 supplier bonus for the entire fiscal year.
Commercial Deep Energy Retrofit Program & New Buildings Program	To encourage ground source heat pump installations in multi-unit residential buildings, we increased our bonus from 25% to 100% on the eligible performance incentive.
Commercial Kitchen Appliances Program	We expanded our list of eligible products to include ENERGY STAR® certified ice machines, combi ovens, freezers, and refrigerators.
Community Energy Efficiency Program & EnerGuide Home Evaluation Rebate	We supported the RM of Ritchot by offering free pre-retrofit EnerGuide evaluations for 100 homes in the community.
Custom Energy Solutions Program	We increased our performance-based incentive rate for projects that save electricity from \$0.15/kWh to \$0.25/kWh of annual savings.
Energy Efficiency Assistance Program & In-Suite Energy Efficiency Program	We increased Premium Upgrade incentives for the in-suite component of our Energy Efficiency Assistance Program; eligible customers receive a \$150 rebate for a smart thermostat and a \$200 rebate for an advanced HRV control. In addition, suites are now provided with a free Tier 2 advanced power strip.
Energy Efficiency Assistance Program & Métis Energy Efficiency Offers	Eligible low- to moderate-income customers can now receive a \$300 rebate for each eligible triple pane ENERGY STAR certified window and door installed in their home.

ENHANCED OFFERS (CONTINUED)

Offer name	Enhancement details
Ground Source Heat Pump Program	We now support the replacement of existing indoor heat pump units, helping homeowners maintain the benefits of their ground heat exchanger loop. The offer provides up to \$18,500 in financial support and interest-free financing toward replacement costs.
Home Energy Reports	We expanded our reach by including select Manitoba Hydro customers on Equal Payment Plan into our report distribution.
Indigenous Small Business Program & Small Business Program	We introduced Tier 2 advanced power strips to the Basic Upgrade stream and T5 linear LED lamps to the Premium Upgrade stream.
In-Suite Energy Efficiency Program	We added Tier 2 advanced power strips to our offer.
New Homes Program	In response to increased demand for energy modelling and home labelling services, we expanded our list of eligible EnerGuide Service Organizations. Builders can now select any organization from the Approved EnerGuide Service Organizations list for preliminary energy modelling, completion-stage site visits, and blower door tests.
Solar Rebate	We increased our rebate for businesses to \$0.75 per direct current (DC) watt for solar photovoltaic (PV) systems that are sized to meet a building’s energy needs and are connected to the Manitoba Hydro grid.

SATISFIED CUSTOMERS SPREAD THE WORD

Our customers come first. When they participate in our offers, we’re able to claim electricity and natural gas savings, which contribute to our energy savings targets. Satisfied customers who trust us as Manitoba’s experts in energy efficiency lead to repeat participation, growth in savings, positive environmental benefits, and a greener, more affordable energy future for our province.

“ That the more energy we saved, the more rebate we got (...) This motivated us to do more than we would have otherwise. It also leaves us thirsty for further improvements now that we are past that threshold.”

— Home Energy Retrofits participant

“ It makes it worthwhile to receive the rebate considering the cost to install a heat pump. I was especially happy that the process was so smooth and I received the rebate cheques within a few days.”

— Air Source Heat Pump Rebate participant

“ Working with the entire team at Efficiency Manitoba has been great. With the knowledge pool and specialized feedback in each area of energy usage and conservation, they supply necessary elements for questions on validating projects and making clear where the programs offered can be used.”

— Custom Energy Solutions Program participant

“ I liked that it covered all of the light replacement and even a small portion of the labour cost. It made the upgrade more feasible and helped us move forward with the project more confidently.”

— Business Lighting Program participant

“ Overall it is a great program, quick and efficient, rebates help from a cashflow standpoint, energy modeller is excellent to deal with and the online portal is easy to use.”

— New Homes Program participant

“ The program is a strong incentive for designers and property owners to explore more innovative solutions that improve building envelope performance.”

— Building Envelope Program participant

“ I appreciate that this program encourages proactive efforts to improve electricity consumption efficiency, while offering a substantial rebate that helps offset the cost of the windows.”

— Windows and Doors Rebate participant



We're committed to creating exceptional experiences for our customers

Collecting regular participant feedback is essential to ensure our offers are accessible, can be navigated easily, and provide real value. To gather quantitative and qualitative feedback, we send customers a short online survey after they've participated in one of our offers through our online application process.

In the 2025/26 fiscal year, we received post-participation survey responses from over 2,300 customers. Here's what we learned:

Our customers are highly satisfied with our offers

Our **customer satisfaction score (CSAT)** measures overall satisfaction with Efficiency Manitoba's offers. Our CSAT was 92% in the 2025/26 fiscal year, exceeding our already high target of 90%.

92% 2025/26 CSAT

Our customers are likely to recommend our offers

Our **net promoter score (NPS)** measures loyalty and enthusiasm for Efficiency Manitoba and our brand on a scale of -100 to 100. Through our post-participation surveys, we ask respondents to score how likely they are to recommend the offer in which they participated to others. Our NPS was 85 in 2025/26, indicating a very positive relationship with our brand and a high likelihood to recommend our offers to others.

85 2025/26 NPS

Our customers report satisfaction & ease in their interactions with us

When customers reach out to our Customer Contact Centre by phone or use our online live agent chat for assistance, they have the option to complete a two-question survey at the end of their interaction. Feedback from the nearly 900 individuals who completed this survey in 2025/26 yielded the following results:

- ➔ 92% of respondents were either satisfied or very satisfied with the customer service they received.
- ➔ 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.

4.6 2025/26 CES

We introduced our first live agent chat system in February 2026 as a new, real-time channel for customers to connect with our Customer Contact Centre during business hours. Available in both English and French across all Efficiency Manitoba web pages, this feature offers customers another convenient way to engage with us, ask questions, and navigate their participation pathway.

As of the end of the 2025/26 fiscal year, our Customer Contact Centre handled 351 live chats, representing 7.9% of total customer interactions. Most conversations focused on general offer information, application status updates, and next steps for applying. Live agent chat has been very well received; customers are enjoying this easy-to-use and prompt communication, which is making it easier for them to move forward with participating in our offers.

DON'T KNOW HOW HEAT PUMPS WORK, BUT WANT TO SAVE ENERGY?

COME SAVE WITH US

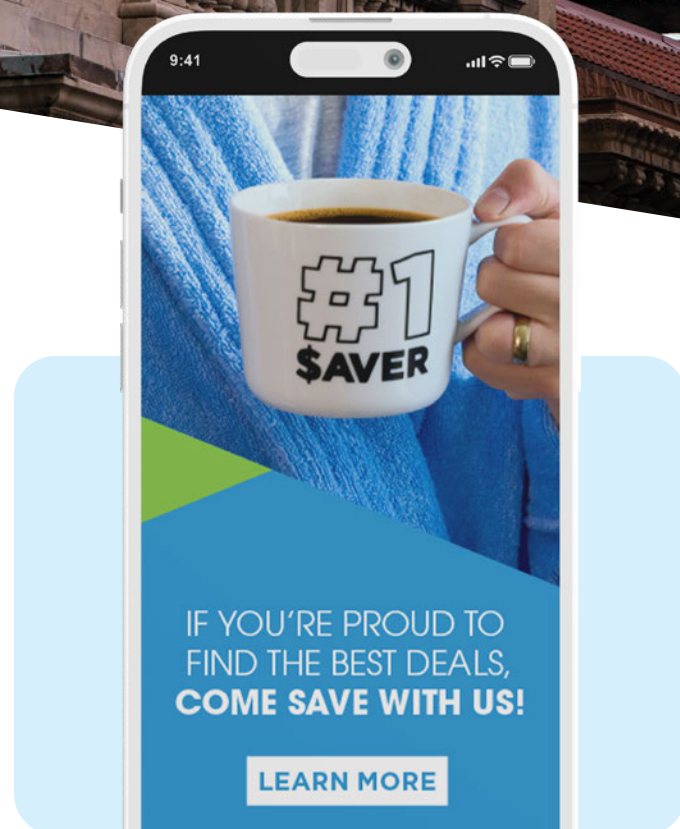
EFFICIENCY MANITOBA



ENERGY EFFICIENCY AWARENESS LEADS TO ACTION

When customers are aware of our offers, they're positioned to participate and achieve the benefits of energy efficiency.

Our brand strategy delivered consistent, province-wide visibility of Efficiency Manitoba while building awareness of the practical value of energy efficiency. Through a mix of television, streaming, digital, social, outdoor, and community-based advertising, our "Come save with us!" campaign reinforced our role as a trusted partner in helping Manitobans save energy and money.



This year's branding efforts emphasized shared responsibility and the tangible benefits of energy efficiency upgrades. By focusing on community stories and Manitobans' real experiences, we're fostering a sense of collective achievement and encouraging broader participation in our offers.

Awareness of our brand continues to grow. Today, 79% of Manitobans are aware of Efficiency Manitoba, representing a 46% increase since 2020.

Our digital channels further support this awareness and engagement. Our social media followers increased across all platforms, and our email subscriber base expanded to more than 16,000 Manitobans. High levels of engagement with our digital content are reflected in high levels of interaction, including significant link clicks across social platforms and an average email open rate of 41% (well above typical industry benchmarks of 15% to 25%).

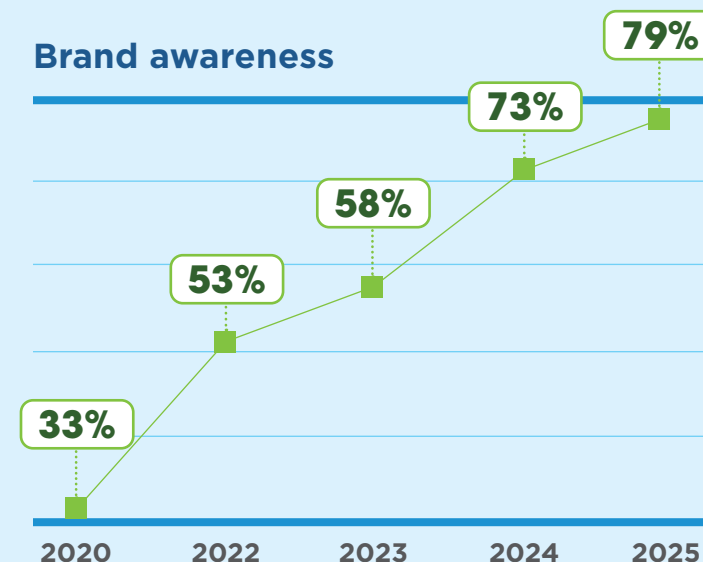
These results demonstrate keen interest in our offers and reinforce the effectiveness of our approach in helping Manitobans move from awareness to action.

Newsletter engagement

Subscribers Over 16,000

Average open rate 41%

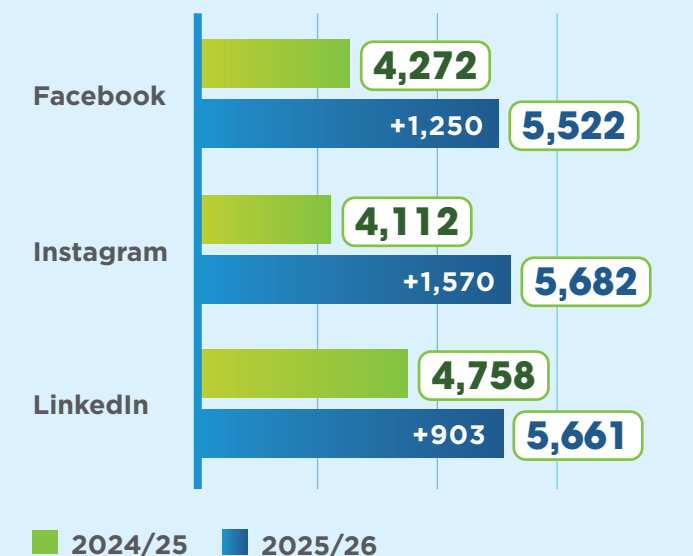
Brand awareness



Social media engagement

Facebook	Over 194,500 link clicks
Instagram	Over 72,500 link clicks
LinkedIn	Over 168,500 impressions

Social media follower growth



WE DEVELOP & NURTURE PARTNERSHIPS TO MAXIMIZE IMPACT

Achieving our mandated energy savings and delivering value to Manitobans can't be done in isolation. Our accessible, diverse, and valuable offers are made even better through the sustained and meaningful contributions of external parties that are aligned with our vision, mission, and mandate. That's why we collaborate with partners across the province as part of both our day-to-day operations and long-term organizational strategy. While we can't highlight every partnership in this publication, we'd like to share a few examples to showcase the mutually beneficial, outcomes-focused nature of these efforts.

The Manitoba Métis Federation (MMF) continues to be one of our key partners in making energy efficiency more accessible and affordable. Together, we deliver residential and business offers that support Red River Métis Citizens in accessing free and subsidized energy efficiency upgrades. We developed this partnership throughout the fiscal year by sponsoring and attending the MMF Annual General Assembly — an effective way to engage with and hear directly from the Red River Métis — and hosting a booth at Festival du Voyageur. This year also saw our continued funding for the MMF's energy efficiency advocate, who works directly with Red River Métis Citizens to build awareness of our offers and help them through the application process.

Indigenous partnerships are crucial to our success. An excellent example is the Manitoba Indigenous Housing Capacity Enhancement and Mobilization Initiative (MIHCEMI), which aims to strengthen housing management and governance capacity within First Nations communities in Manitoba. As a non-voting member, we provide technical support and resources to MIHCEMI and its participating First Nations communities and Tribal Councils. In 2025/26, we deepened our support by sponsoring and participating in their Annual Housing Conference and their Leadership Forum, sharing expertise on HVAC protocols, energy modelling, and deep energy retrofits. Through these engagements, we strengthened our relationships with First Nations communities and contributed technical knowledge to support more energy-efficient housing solutions in Manitoba.

We also sponsored the First Nation Housing Professional Association's (FNPHA) first annual Manitoba Housing Gathering, which brought together 80 representatives from First Nations communities and Tribal Councils from across Manitoba.



Local partnerships are prioritized through our Community Energy Efficiency Program and Indigenous Community Energy Efficiency Program, which provide funding to communities to hire an energy efficiency advocate. These advocates made excellent progress in the 2025/26 fiscal year by building awareness of our offers and removing barriers to participation. Through their efforts, they connected residents in participating communities with financial and technical support for energy efficiency upgrades by attending community events, conducting local outreach, creating tailored promotional tools, and directly helping residents apply for our offers. Standout examples include providing 100 homes in the RM of Ritchot with free EnerGuide evaluations (supported by municipal cost-sharing) and expanding municipal projects in Brandon, where free upgrades and assessments were organized for 13 buildings and lighting upgrades were approved for four buildings.

Our strong grassroots partnerships are further evidenced through the Neighbourhood Energy Efficiency Project, which helps raise awareness about our income-based programs in neighbourhoods with a higher incidence of low- to moderate-income households. We're proud to continue partnering with Chalmers Neighbourhood Renewal Corporation (CNRC)

and North End Community Renewal Corporation (NECRC). We fund an energy efficiency advocate in each neighbourhood, both of whom support local participants by educating them about our income-based programs and helping them with the application process. We also join these advocates in canvassing the neighbourhoods during warmer weather months to share further information and distribute application packages.

We were proud to partner with the Manitoba Chambers of Commerce Manitoba Green Advantage SME Pilot Program, which was designed to help small- and medium-sized enterprises (SMEs) thrive in a greener economy. Launched in April 2025, this program offered targeted support and practical tools to help SMEs measure their greenhouse gas emissions, develop actionable sustainability strategies, and access potential funding opportunities. By taking part, businesses enhanced resilience, unlocked new opportunities, and positioned themselves as leaders in the transition to net zero, strengthening both their bottom line and Manitoba's green economy. Many prominent Manitoba lodging and eco-tourism businesses served as active participants in the cohorts and with our support, successfully implemented numerous energy efficiency upgrades. Our support included hosting an information session with all cohort participants, conducting on-site assessments to identify energy-saving opportunities, providing select energy-saving devices installed at no charge, and providing financial incentives to support additional upgrades.

We continue to be a member of the CentrePort Canada Partnership Program and the Winnipeg Economic Development & Tourism Corporate Partnership Program. As a partner, we gain access to early insights into emerging development opportunities, as well as introductions and referrals to potential program participants. We've also been working closely with a variety of urban and rural Chambers of Commerce as well as a variety of both customer and industry associations, gaining trusted access to respective membership bases.



Efficiency Manitoba recognizes that many businesses go above and beyond in their efforts to save energy. We sponsored the Sustainability Award for the second year in a row at the Canadian Manufacturers & Exporters Manitoba Gala Awards, an event that brought together over 300 leaders and job creators in manufacturing. The Sustainability Award honours organizations that demonstrate leadership in energy efficiency and environmental responsibility. We were pleased to present the award to one of our participants in the Strategic Energy Manager Initiative: McCain Foods. They've continuously demonstrated leadership in energy efficiency and are committed to reducing emissions, water use, and waste while setting ambitious energy reduction goals.

SUCCESS STORIES

Across Manitoba, people and organizations are saving energy and reducing costs with the help of our programs and rebates. Energy efficiency looks different for everyone; these stories highlight some of the projects, partnerships, and initiatives that are making a difference in communities throughout the province.



AFFORDABLE HOME ENERGY PROGRAM

Expanding access to ground source heat pumps

Ground source heat pumps are among the most efficient heating and cooling systems available, but high upfront costs have prevented many homeowners from making the switch. As part of the provincial government’s Affordable Home Energy Program, we’ve enhanced our offers to make energy-efficient home heating more accessible and affordable. For many participating households, immediate savings are anticipated, with some customers expected to reduce annual heating costs by up to 60%. While lowering energy costs for Manitoba families, the program also reduces Manitoba’s electric peak demand requirements.

As part of the launch of the Affordable Home Energy Program, we enhanced the heat pump offers in our Ground Source Heat Pump Program, Energy Efficiency Assistance Program, Métis Energy Efficiency Offers, Commercial Deep Energy Retrofit Program, and New Buildings Program. Depending on the program, customers may qualify for a free ground source heat pump or financing options that allow them to install a system with little or no upfront cost.

By making heat pumps more accessible, the Affordable Home Energy Program is helping Manitoba families save money and improve home comfort. On an even larger scale, the program supports significant economic benefits. The peak demand reduction on Manitoba Hydro’s electricity grid seen from the ground source heat pump installations that replace electric furnaces helps ensure sufficient energy for our growing economy and keeps rates affordable.

Ground source heat pump industry training

As interest in ground source heat pumps continues to grow, so does the need for skilled professionals who can design and install these systems.

In March 2026, we partnered with the Manitoba Environmental Industries Association (MEIA) and the Manitoba Geothermal Energy Alliance (MGEA) to bring a ground source heat pump training opportunity to Manitoba. A first of its kind in the country, the two-day residential system design course was developed following the release of an updated Canadian design and installation standard and provided participants with specialized in-person training on practical skills needed to design, size, and implement high-performing ground source heat pump systems.

Increasing the number of trained professionals helps ensure customers have access to qualified contractors and supports the successful installation of systems that deliver long-term energy savings.

“ This investment not only benefits the individual participants but also contributes to the continued growth and effectiveness of the industry.”

— Clarence Jonker
Manitoba Geothermal Energy Alliance President



Canada Greener Homes Affordability Program

We're helping bring free home energy efficiency upgrades to even more Manitobans through the Canada Greener Homes Affordability Program. Announced in September 2025, Manitoba became the first jurisdiction in Canada to implement the program, with nearly \$30 million in initial federal funding supporting the delivery of our energy efficiency offers. In March 2026, an additional \$3.8 million was added, bringing our federal funding support to over \$33.6 million dollars and covering participation in eligible retrofits until 2029/30.

The program provides funding for upgrades that help low- to median-income households reduce energy use, lower bills, and improve home comfort. It allows eligible Manitobans, including both homeowners and renters, to access free upgrades like insulation, air sealing, and heat pumps. Using a direct-installation model, participants don't need to pay upfront or handle loans. Instead, our team of experts manages the logistics and customizes upgrades to suit each home's needs.



The program also removes the need for an income-based loan for ground source and air source heat pumps under the Affordable Home Energy Program, making these systems entirely free for eligible participants. This results in greater savings, enhanced comfort, and more affordable homes for Manitobans. This funding will also support the installation of free air source heat pumps in First Nations communities.

“ **Efficiency Manitoba is committed to helping Manitobans save energy, lower their energy bills, and make their homes more resilient through energy efficiency. This additional funding from our important partners at the federal government allows us to bolster our efforts to meet Manitobans where they are, enhance our energy efficiency offers, and make it easier for more Manitobans to benefit from our programs all while ensuring that our electric heating systems are reducing the impact to the peak time of grid constraint.** ”

— Colleen Kuruluk
CEO of Efficiency Manitoba

INNOVATION FUND

Assessing Manitoba’s ground source heat pump industry

Through the market capacity stream of our Innovation Fund, we supported the Ground Source Heat Pump Working Group, Capacity Assessment, and Training Roadmap Project, led by the Manitoba Construction Sector Council.

The project brought together companies and professionals from across Manitoba’s HVAC, geothermal, construction, and energy industries. Participants contributed their time and expertise through facilitated working group meetings, individual consultations, and a province-wide industry survey.

The project produced a comprehensive assessment of Manitoba’s ground source heat pump industry, identifying workforce capacity, training needs, and supply chain challenges. It also created a roadmap to help industry partners, educators, and training providers address skill gaps and support long-term industry growth.

Next steps include expanding awareness of ground source heat pumps among Manitoba residents and contractors, building partnerships with training providers, and pursuing certification and skills initiatives.

“ **The most important outcome of this project was the creation of an industry-informed roadmap with pathways designed to address workforce, training, and capacity gaps needed to scale up ground source heat pump adoption in Manitoba. Support from Efficiency Manitoba’s Innovation Fund was critical in enabling this work by providing financial resources to convene industry partners, assess barriers, and help to identify key gaps and pathways to move the industry forward. The Innovation Fund is important in supporting projects like this that remove barriers, build skills, and help new energy-efficient technologies grow in the province.** ”

— Manitoba Construction Sector Council, Manitoba Environmental Industries Association, and CanSustain

BUSINESS LIGHTING PROGRAM

Deerboine Colony

Our Business Lighting Program offers long-term energy savings through financial incentives for energy-efficient lighting upgrades. From downtown offices to rural community farms, there are all kinds of businesses that can benefit.

Mike Waldner, a construction electrician and member of Deerboine Colony, came to us with plans to upgrade the lighting in several key workspaces in the community. Mike purchased the lighting materials from EECOL Electric, who also submitted the program applications on behalf of the colony. He then upgraded to LED lighting in the colony’s welding shop, mechanics room, dry storage and processing area, greenhouse, hog barn, and various exterior pathways and loading zones.

With so many installations to plan and execute across three separate projects, Mike appreciated the ease and flexibility of our Business Lighting Program.

“Making minor changes was so easy after the fact,” Mike said. “I really appreciate that I had a full year to complete the lighting upgrade.”

Because of their lighting upgrades, Deerboine Colony is expected to save over 90,000 kWh of electricity each year. This translates to nearly \$4,600 in annual savings on their energy bills. We also provided them with an incentive of nearly \$24,000 for their upgrades. With these energy savings and incentives combined, their payback period will be less than four years.

In addition to the financial benefits, Mike noted that the long lifespan of their new energy-efficient lighting makes the program “a win-win.”



NEW BUILDINGS PROGRAM

School construction in First Nations communities

Two schools in First Nations communities in Manitoba successfully completed the requirements of our New Buildings Program. Through the program, they received incentives for designing and constructing energy-efficient educational facilities that will provide high-quality learning environments for students and staff.

The Wasagamack First Nation School is a newly constructed 78,000 square foot facility in St. Theresa Point, built to be over 34% more efficient than if the same building were designed to meet the minimum requirements of the Manitoba Energy Code for Buildings (MECB). The Bunibonibee Cree Nation High School is a 55,000 square foot facility in Oxford House built to be nearly 31% more efficient than MECB requirements.

Both schools incorporated high efficiency HVAC systems, exhaust air heat recovery, low-flow fixtures, and energy-efficient lighting. Wasagamack First Nation School received a performance incentive of approximately \$156,000, and Bunibonibee Cree Nation High School received approximately \$111,000. Each school also received \$10,000 in energy modelling assistance.

Wasagamack First Nation School and Bunibonibee Cree Nation High School are expected to save nearly 640,000 kWh and 439,000 kWh of electricity every year respectively.



COMMERCIAL DEEP ENERGY RETROFIT PROGRAM

West Central Women’s Resource Centre

The West Central Women’s Resource Centre (WCWRC) owns and operates a 16-unit apartment building in Winnipeg for women and their children seeking a safe, supportive, and affordable space for refuge. Their building was in need of ambitious retrofits.

Through our Commercial Deep Energy Retrofit Program, the WCWRC completed a comprehensive renovation, including upgraded insulation, windows, furnaces, hot water tanks, heat recovery ventilators, and lighting controls throughout. The upgrades reduced the building’s energy consumption by 47%, which is one of the strongest outcomes we’ve seen through the program.

We provided \$121,000 in performance incentives and \$12,000 toward energy modelling costs, for a total of just over \$133,000. The long-term energy savings give the WCWRC more room to put resources directly into their programs and community.

COMMUNITY HEAT PUMP PROGRAM

Raven Outcomes & BON Energy

Through our partnership with Raven Outcomes, we committed up to \$18.9 million through our Community Heat Pump Program by 2029. This funding will support energy efficiency measures including the installation of energy-efficient heat pumps and support community-led training and workforce development initiatives.

Announced in May 2025, a key partner in this initiative is Brokenhead Ojibway Nation. We committed \$1.89 million to support the community and the work through their social enterprise, BON Energy. Combined with investments from Raven Outcomes and other funding partners, the project will support the installation of 100 ground source heat pumps and other energy efficiency upgrades in homes throughout Brokenhead Ojibway Nation. These upgrades are expected to lower energy costs for residents while providing reliable, year-round heating and cooling.

Beyond the energy savings, the initiative created training and employment opportunities. To begin the project, 12 community members were enrolled in training on heat pump installation and maintenance, helping build local expertise and ensuring the skills and jobs generated by the project remain in the community.

Efficiency Manitoba and Raven Outcomes will continue working together to support additional community-led energy efficiency projects in First Nations communities across Manitoba.

“These heating and cooling systems present the opportunity for homes in communities to save a significant amount of energy while also creating local green jobs and reinforcing our commitment to Reconciliation. When homes heated with electricity upgrade to ground source heat pumps, we see the added and significant benefit of reducing electricity consumption during peak demand periods, which is especially important as the energy needs of our province continue to increase. This partnership is good for energy affordability, good for the local economy, and good for Manitoba’s future.”

— Colleen Kuruluk
CEO of Efficiency Manitoba

“Indigenous-led initiatives like this exemplify the strength of self-determination and our commitment to creating opportunities defined by and for our people. These 100 home retrofits are just the beginning of the positive change we envision for our Nation.”

— Chief Gordon Bluesky
Brokenhead Ojibway Nation



CUSTOM ENERGY SOLUTIONS PROGRAM

Canada Packers

Canada Packers is one of North America’s largest raised without antibiotics (RWA) pork producers, operating Canada’s largest pork processing plant in Brandon. An aging compressed air system was consuming significant energy and affecting operations, so they reached out to Efficiency Manitoba for help.

“Efficiency Manitoba responded to our request in a timely manner and gave us lots of great information on how to move forward,” said Rob Ackerblade, Director of Operations at Canada Packers’ Brandon facility. “They immediately made us feel confident that we were in good hands.”

Canada Packers conducted a benchmark study of their compressed air system, which identified numerous opportunities for energy-saving improvements. Based on the results, they elected to upgrade their aging compressor to improve their energy efficiency.

After reviewing the original design of the replacement system, our technical experts identified an opportunity to improve how the system matched compressed air supply with demand. Modelling helped quantify the size and impact of the issue and informed recommendations to improve the system design.

Canada Packers implemented the recommended solution, purchasing a new 300-horsepower variable speed compressor, three new 250-horsepower fixed speed compressors, a new heated blower desiccant dryer, and a central system controller.

Following installation, our thorough verification process identified additional control issues that were preventing the system from achieving its full energy-saving potential. The supplier worked with Canada Packers to find the source of the control issues and corrected the problem and aligned the system performance with the original estimates.

To support the project, we provided Canada Packers with more than \$256,000 in incentives through our Custom Energy Solutions Program.

“The incentive amount Efficiency Manitoba calculated for us made it easy to decide to move forward with the upgrade,” Rob told us.

The savings go beyond the incentives. Canada Packers is estimated to reduce electricity consumption by over 1.7 million kWh annually, saving more than \$100,000 on energy bills each year. Additional benefits include lower maintenance costs and improved reliability. A simple payback calculation shows that the project is expected to pay for itself in less than three years.

“Working with Efficiency Manitoba made so much sense, from both a financial perspective and a long-term operations perspective. We’re seeing the real impact of this decision on our energy bills and our everyday work. It’s made a world of difference, for the better, in how we operate our business.”

— Rob Ackerblade
Director of Operations at
Canada Packers’ Brandon facility



HOME ENERGY RETROFITS

Extensive upgrades, real results

Our Home Energy Retrofits offer helps Manitobans make comprehensive whole-home energy efficiency upgrades.

One homeowner who experienced these benefits firsthand is Lindsay Robinson, Efficiency Manitoba’s Strategic Initiatives Technical Lead. Before joining Efficiency Manitoba, Lindsay and his wife Suzanne decided to address the inefficiencies in their Winnipeg home, built in 1905.

“It was freezing on the main floor and boiling on the second floor,” Lindsay said. After a decade of owning the home and tolerating discomfort, inefficient systems, and springtime basement seepage, they decided it was time to make improvements.

Lindsay and Suzanne’s first step was getting an EnerGuide evaluation. This provided insights into how their home used and lost energy, along with a roadmap of suggested upgrades.

Their home received a pre-retrofit rating of 197 GJ (gigajoules), compared to 114 GJ for a typical new home of similar size and layout.

Using recommendations from their energy advisor, Lindsay and Suzanne developed a retrofit plan that included insulation upgrades, an improved air barrier system, high-performance windows and doors, a heat pump water heater, LED lighting, and a cold climate air source heat pump.

Once the work was complete, a post-retrofit EnerGuide evaluation showed the home’s energy use had dropped from 197 GJ to 56 GJ — a 70% reduction and even better than a comparable new home.

Since completing the project, Lindsay has noticed substantial improvements. “The thermal comfort of the house is way, way better than it was prior,” he said.

Cold floors and temperature imbalances are now a thing of the past. Lindsay also said their energy bills have gone down significantly, even after adding the cost of charging an electric vehicle. Beyond energy savings and eliminating natural gas use, the retrofit improved the indoor comfort, enhanced their quality of life, and increased the property’s long-term value.

LEAK ASSESSMENT & REPAIR PROGRAM

MasterBrand Cabinets

Our Leak Assessment and Repair Program helps industrial, commercial, and agricultural customers identify and repair energy-wasting compressed air and steam leaks. By covering a portion of assessment and repair costs, the program makes it easier for facilities to reduce energy use, lower operating costs, and improve system performance.

One of the program’s first success stories came from MasterBrand Cabinets, a large manufacturing facility in Winnipeg. Working with a qualified service provider, the company completed a compressed air leak assessment; 349 leaks throughout the facility were repaired through the program.

The repairs are expected to save more than 1 million kWh of electricity annually, resulting in approximately \$65,000 in yearly energy bill savings. To support the project, we provided nearly \$13,000 in incentives, covering a portion of both the assessment and repair costs.

Launched in 2025, the Leak Assessment and Repair Program was created to help customers address a common source of energy waste that often goes unnoticed. By identifying and repairing leaks, facilities can achieve meaningful energy savings with relatively low upfront costs. Because new leaks constantly arise, customers can participate annually.

“ The cost savings of our repairs are quite significant this year. If anyone was able to save that in a year, they should!”

— Sean Emerson
Senior Maintenance Supervisor at MasterBrand



STRATEGIC ENERGY MANAGER INITIATIVE

Cenovus

Our Strategic Energy Manager Initiative is dedicated to supporting large industrial companies that are interested in taking a strategic approach to reducing energy consumption within their organization. This program supports organizations with financial incentives to offset the cost of hiring and maintaining a full-time dedicated energy manager.

Through the program, participants get access to a Strategic Energy Management Workshop, ongoing coaching to develop and implement a strategic energy management plan, funding for approved training courses, access to our Equipment Lending Library to borrow instruments and logging tools, and other resources.

Cenovus joined the Strategic Energy Manager Initiative in April 2025. However, their commitment to energy efficiency goes much further back. Their Minnedosa-based ethanol plant has already participated in several of our offers, including the Custom Energy Solutions Program, Business Lighting Program, Data Logging, and Feasibility Studies.

“We’ve had great experiences working with Efficiency Manitoba, and we’re looking forward to building on that momentum,” said Rajesh Gupta, Energy Manager and Senior Technical Advisor at Cenovus. “Their Strategic Energy Manager Initiative supports our ongoing efforts to reduce our plant’s energy consumption.”

After joining the program, Cenovus held its Strategic Energy Management Workshop in June. “It was a great first step to get buy-in from all our employees and make this a team effort we can all be proud of,” said Rajesh.

As their energy manager continues to identify opportunities for the plant to reduce its electricity and natural gas consumption, Cenovus has already initiated some lower-cost energy-saving projects. They’re also implementing an ISO 50001 energy management system that goes above and beyond the program requirements.

“I’ve been impressed with the support Efficiency Manitoba provides through this program. Their team is always ready to support us as we work through our energy reduction strategy. I’m excited to see how much our plant can save as the program progresses.”

— Rajesh Gupta
Energy Manager and Senior Technical Advisor at Cenovus





FINANCIAL STATEMENTS OF **EFFICIENCY MANITOBA INC.**

And Independent Auditor's Report thereon
Year ended March 31, 2026

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 "Corporation"), which comprise the statement of financial position as at March 31, 2026, and 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.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2026, and the results of its operations, changes in its 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 report. We are independent of the Corporation 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 Matter

The financial statements for the year ended March 31, 2025 were audited by another auditor who expressed an unmodified opinion on those statements on June 10, 2025.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, and includes the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor’s report.

Our opinion on the financial statements does not cover the other information and we 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 when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter 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 Corporation’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 Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation’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 these 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 Corporation’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 Corporation’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 Corporation 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.

We 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.

Winnipeg, Manitoba

June 9, 2026

MNP LLP

Chartered Professional Accountants

EFFICIENCY MANITOBA INC.

Statement of Financial Position

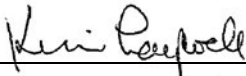
As at March 31, 2026, with comparative information for 2025

	2026	2025
Financial assets:		
Cash	\$ 1,774,299	\$ 4,575,901
Accounts receivable and accrued revenue (notes 3, 5 and 8)	4,783,541	548,390
	6,557,840	5,124,291
Financial liabilities:		
Accounts payable and accrued liabilities (note 8)	7,105,625	4,701,153
Deferred revenue (note 8)	3,757	814,020
	7,109,382	5,515,173
Net debt	(551,542)	(390,882)
Non-financial assets:		
Tangible capital assets (note 2)	452,571	687,034
Prepaid expenses	551,542	390,882
	1,004,113	1,077,916
Accumulated surplus	\$ 452,571	\$ 687,034
Accumulated surplus is comprised of:		
Invested in tangible capital assets	\$ 452,571	\$ 687,034

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, 2026, with comparative information for 2025

	Budget (Note 10)	2026	2025
Revenue:			
Contributions (note 4)	\$ 88,991,133	\$ 84,402,599	\$ 67,213,040
Interest income	184,000	202,654	194,424
	89,175,133	84,605,253	67,407,464
Expenses:			
Salaries and benefits (note 7)	11,406,138	11,506,218	10,166,176
Customer incentives (note 8)	61,797,622	59,639,735	45,462,833
Contracted services and program delivery (note 8)	11,113,015	7,634,902	6,753,382
Regulatory expense	—	23,490	26,870
Rent	428,020	422,869	430,309
Other expenses (note 8)	4,430,338	5,378,039	4,567,894
	89,175,133	84,605,253	67,407,464
Surplus for the year before the undernoted	—	—	—
Manitoba Hydro contributions related to capital	90,000	70,513	69,837
Amortization expense	(319,436)	(304,534)	(316,512)
Loss on disposal of tangible capital assets	—	(442)	(7,786)
Deficit for the year	\$ (229,436)	(234,463)	(254,461)
Accumulated surplus, beginning of year	687,034	687,034	941,495
Accumulated surplus, end of year	\$ 457,598	\$ 452,571	\$ 687,034

See accompanying notes to financial statements.

EFFICIENCY MANITOBA INC.

Statement of Changes in Net Debt

Year ended March 31, 2026, with comparative information for 2025

	Budget (Note 10)	2026	2025
Deficit for the year	\$ (299,436)	\$ (234,463)	\$ (254,461)
Additions to tangible capital assets	(90,000)	(70,513)	(69,837)
Amortization of tangible capital assets	319,436	304,534	316,512
Loss on disposal of tangible capital assets	—	442	7,786
Change in prepaid expenses	—	(160,660)	550,885
	(70,000)	(160,660)	550,885
Net debt, beginning of year	(390,882)	(390,882)	(941,767)
Net debt, end of year	\$ (460,882)	\$ (551,542)	\$ (390,882)

See accompanying notes to financial statements.

EFFICIENCY MANITOBA INC.

Statement of Cash Flows

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Cash provided by (used in):		
Operating transactions:		
Deficit for the year	\$ (234,463)	\$ (254,461)
Amortization of tangible capital assets	304,534	316,512
Loss on disposal of tangible capital assets	442	7,786
Change in non-cash operating working capital:		
Accounts receivable and accrued revenue	(4,235,151)	22,158,326
Prepaid expenses	(160,660)	550,885
Accounts payable and accrued liabilities	2,404,472	(20,091,815)
Deferred revenue	(810,263)	814,020
	(2,731,089)	3,501,253
Capital transactions:		
Additions to tangible capital assets	(70,513)	(69,837)
Increase (decrease) in cash	(2,801,602)	3,431,416
Cash, beginning of year	4,575,901	1,144,485
Cash, end of year	\$ 1,774,299	\$ 4,575,901

See accompanying notes to financial statements.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements

Year ended March 31, 2026

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) Cash:

Cash includes balances held with banks.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

1. Significant accounting policies (continued):

(b) 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.

(c) Net debt:

The Corporation’s financial statements are presented so as to highlight net debt as the measurement of financial position. The net debt of the Corporation is determined by its financial assets less its liabilities. Net debt combined with non-financial assets comprise a second indicator of financial position, accumulated surplus for the year.

(d) Asset classification:

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include tangible capital assets and prepaid expenses.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

1. Significant accounting policies (continued):

(e) 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
Equipment	10 years
Furniture and fixtures	2 to 10 years
Specialized demand side management software	5 years

(f) Revenue:

Contributions are recognized as it becomes receivable under the terms of applicable funding agreements or funding arrangements. Funding received that relates to a subsequent fiscal period are reflected as deferred revenue on the statement of financial position in the year of receipt.

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

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

1. Significant accounting policies (continued):

(g) Expense recognition:

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

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

(h) 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.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

1. Significant accounting policies (continued):

(i) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards 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.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. The determination of deferred revenue requires management to use judgement in assessing whether eligibility criteria or other stipulations attached to funding have been met as of year-end. Amortization is based on the estimated useful lives of tangible capital assets.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be significant. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the year in which they become known.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

2. Tangible capital assets:

Cost	Balance at March 31, 2025	Additions	Disposals	2026 Total	2025 Total
Computers	\$ 386,195	\$ 57,503	\$ (22,336)	\$ 421,362	\$ 386,195
Equipment	36,521	–	–	36,521	36,521
Furniture and fixtures	344,530	13,010	(699)	356,841	344,530
Specialized demand side management software	1,035,134	–	–	1,035,134	1,035,134
	\$ 1,802,380	\$ 70,513	\$ (23,035)	\$ 1,849,858	\$ 1,802,380

Accumulated Amortization	Balance at March 31, 2025	Additions	Disposals	2026 Total	2025 Total
Computers	\$ 290,756	\$ 59,185	\$ (22,336)	\$ (327,606)	\$ 290,756
Equipment	3,348	3,652	–	(7,000)	3,348
Furniture and fixtures	96,648	34,670	(256)	(131,062)	96,648
Specialized demand side management software	724,594	207,027	–	(931,619)	724,594
	\$ 1,115,346	\$ 304,534	\$ (22,592)	\$ (1,397,287)	\$ 1,115,346

Net book Value	2026 Total	2025 Total
Computer	\$ 93,756	\$ 95,439
Equipment	29,521	33,173
Furniture and fixtures	225,779	247,882
Specialized demand side management software	103,515	310,540
	\$ 452,571	\$ 687,034

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

3. Accounts receivable and accrued revenue:

Accounts receivable and accrued revenue are comprised of the following:

	2026	2025
Province of Manitoba accounts receivable	\$ –	\$ 548,390
Manitoba Hydro (note 8)	2,400,000	–
Government of Canada (note 5)	2,383,488	–
Other	53	–
	\$ 4,783,541	\$ 548,390

4. Contributions:

Contributions are comprised of the following:

	2026	2025
Manitoba Hydro	\$ 78,182,471	\$ 67,201,013
Government of Canada (note 5)	6,220,128	12,027
	\$ 84,402,599	\$ 67,213,040

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

5. Canada Greener Home Affordability Program Fund:

The Canada Greener Homes Affordability Program (“CGHAP”) non-repayable contribution agreement (the “Agreement”) was entered into between the Government of Canada, represented by the Minister of Natural Resources, and the Corporation, and was effective on September 5, 2025 and subsequently amended in March 2026.

The Agreement provides financial support to the Corporation to deliver the Efficiency Manitoba Greener Home Affordability Project, which is intended to support the delivery of home energy assessments and energy efficiency retrofits for low-income and moderate-income households in Manitoba.

The Corporation’s project activities have been approved as eligible to receive funding under the Agreement. Eligible expenditures include costs associated with program delivery, home retrofits and assessments, project management, administration, and other eligible costs as defined in the Agreement.

The Government of Canada has committed to provide funding of up to \$33,697,033 of total eligible project costs, for expenditures incurred during the eligible expenditure period from April 1, 2025 to March 31, 2030. The Corporation may submit claims for reimbursement of eligible expenditures incurred during this period, subject to the terms and conditions of the agreement.

Funding received or receivable under the Agreement is recognized as revenue in the period in which the related eligible expenditures are incurred. Changes in estimates of accrued revenue are recognized in the period in which they occur.

The estimated amount claimed under the agreement for the year ended March 31, 2026 was \$6,220,128, of this, \$3,836,640 was received and recognized as revenue during the year, while \$2,383,488 remained receivable from the Government of Canada on March 31, 2026 (note 3). Amounts received or receivable under the CGHAP 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.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

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:

2027	\$	452,565
2028		451,978
2029		462,076
2030		463,213
2031		463,213
Thereafter		617,618
	\$	2,910,663

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 \$26,530.

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 retirement benefit to be received by the employees based on the length of service and rates of pay. During the year, the Corporation contributed \$675,464 (2025 - \$606,893) to the Plan on behalf of its employees. Contribution rates for the Corporation are at 8.0 percent (2025 - 7.1 percent) of pensionable earnings up to the yearly maximum pensionable earnings limit (YMPE) and 9.0 percent (2025 - 9.0 percent) on earnings in excess of the YMPE.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

8. Related party transactions:

For the year ended March 31, 2026, 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:

	2026	2025
Customer incentives	\$ 888,463	\$ 738,333
Other expenses	83,527	5,791
Contracted services and program delivery	41,809	–
Total	\$ 1,013,799	\$ 744,124

Accounts payable and accrued liabilities at March 31, 2026 includes accounts payable of \$31,369 (2025 - \$629,724) to Manitoba Hydro arising from program incentives as a result of energy savings in Manitoba Hydro owned facilities (i.e. program participant) or for incentives applied to customers energy accounts on behalf of Efficiency Manitoba. The March 31, 2025 balance included amounts related to contributions received in advance from Manitoba Hydro that are to be repaid, as a result of the Low Carbon Economy Leadership Fund. The contributions were repaid to Manitoba Hydro during the year, upon collection of the related receivable from the Province of Manitoba.

Accounts receivable and accrued revenue of \$2,400,000 on March 31, 2026 (2025 - \$nil) (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 (\$3,757) at March 31, 2026 (2025 – \$814,020) represents contributions received from Manitoba Hydro during the year ended March 31, 2026 in excess of expenditures incurred.

EFFICIENCY MANITOBA INC.

Notes to Financial Statements (continued)

Year ended March 31, 2026

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 in the risk exposures from 2025.

10. Budget:

On October 9, 2024, the Board of Directors of the Corporation approved the 2025/26 operating budget which has been utilized in these financial statements.





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