

TWD FINANCIAL PERFORMANCE VS. LWUA INDUSTRY AVERAGES

Category	Indicators	LWUA Industry Average	2011	2012	2013	2014	2015	2016	2017
1. Profitability	Net Income/Operating Revenues	11%	2%	12%	14%	9%	15%	19%	14%
	Return on Fixed Assets	9%	2%	13%	16%	10%	16%	20%	14%
2. Cost Control	Operating Ratio	79%	94%	85%	83%	91%	85%	81%	86%
	Admin & Gen. Expense / Operating Expense	44%	38%	38%	38%	37%	38%	36%	33%
	Maintenance Expense / Operating Expense	11%	5%	5%	4%	5%	5%	5%	8%
3. Marketing Effort	Average Active Service Connection	11,951	13,043	13,816	P14,257	14,759	15,450	16,247	17,058
	Monthly Billing Per Connection	P442	P513	P564	P588	P569	P582	P595	P606
4. Collection Effort	Average Collection Period	31 days	18 days	19 days	22 days	30 days	29 days	28days	29 days
	Collection Efficiency	94%	99%	98%	99%	95%	98%	98%	98%
5. Financial Position	Total Debt Service/ Total Assets (Debt Service Ratio)	5.91 : 1	3.62 : 1	5.52 : 1	6.20 : 1	5.19 : 1	7.72 : 1	9.48 : 1	9.52 : 1
	Loans Payable / Fixed Assets	46%	26%	24%	21%	17%	14%	11%	7%
	Current Ratio	5.55 : 1	1.57 : 1	2.46 : 1	2.56 : 1	2.54 : 1	2.71 : 1	3.89 : 1	2.09 : 1
	Net Income / Total Assets (ROA)	6%	2%	9%	11%	7%	10%	13%	9%
6. Production Efficiency	Non-Revenue Water	26%	25%	25%	27%	18%	18%	19%	17%
7. Personnel Management	Average Number of Employees	68	78	73	79	77	78	72	79
	Active Service Connection / Employee	169	167	187	182	195	203	231	220