

Five-Year Key Performance Indicators

	2010	2009	2008	2007	2006	2009-2010 Movement
Performance criteria/indicators						
Total revenue (R'000)	1,633,043	1,492,688	1,289,035	1,188,029	1,084,544	9.40%
Profit from operations/revenue	0.38	0.43	0.43	0.40	0.39	-11.63%
Total expenditure/revenue	0.68	0.67	0.70	0.80	0.90	1.49%
Cost of sales ⁽¹⁾ /revenue	0.38	0.37	0.31	0.32	0.10	2.70%
Net finance costs/revenue	0.05	0.08	0.13	0.19	0.26	-37.50%
Bulk water business segment						
Water sold (kl'000)	425,848	415,956	403,754	373,857	361,438	2.38%
Bulk water tariff 1 (Rc/kl)	3.279	3.078	2.960	2.819	2.698	6.53%
Bulk water tariff 2 (Rc/kl)	3.215	3.019	2.960	2.819	2.698	6.50%
WRC levy (Rc/kl)	0.039	0.035	0.034	0.032	0.029	11.43%
Total cost/volume sold (Rc/kl)	2.03	1.90	2.02	2.19	2.37	6.84%
Net finance costs/volume sold (Rc/kl)	0.17	0.26	0.39	0.57	0.76	-34.62%
Personnel costs (Rc/kl)	0.67	0.62	0.59	0.59	0.52	8.06%
Kl'000 sold per employee	443	452	458	417	398	-1.91%
Operating risk indicators						
Working ratio ⁽¹⁾	0.36	0.33	0.37	0.36	0.49	9.09%
<i>Operating costs (excl raw water, Sec 30 costs, depreciation and amortisation) divided by revenue</i>						
Rate of return on assets	19.85%	22.54%	20.49%	17.32%	15.94%	-11.93%
<i>Profit from operations divided by assets (excl financial assets)</i>						
Gross profit margin ratio ⁽¹⁾	61.98%	63.49%	69.49%	67.85%	89.60%	-2.38%
Debtors collection period (days)	52	39	37	37	35	33.33%
<i>Trade and other receivables (excl Vat) divided by revenue x 365</i>						
Financial risk indicators						
Current ratio	2.42	0.99	1.38	1.23	1.20	144.44%
<i>Current assets divided by current liabilities</i>						
Debt-service ratio (interest cover)	2.68	2.40	2.06	1.52	0.89	11.67%
<i>Profit from operations divided by finance costs</i>						
Net debt:equity ratio	0.15	0.48	1.11	2.60	4.93	-68.75%
<i>Net interest-bearing debt divided by capital and reserves</i>						
Debt:equity ratio	0.73	1.28	2.03	3.43	5.86	-42.97%
<i>Total interest-bearing debt divided by capital and reserves</i>						
Debt:asset ratio	0.35	0.48	0.57	0.67	0.76	-27.08%
<i>Total interest-bearing debt divided by total assets</i>						

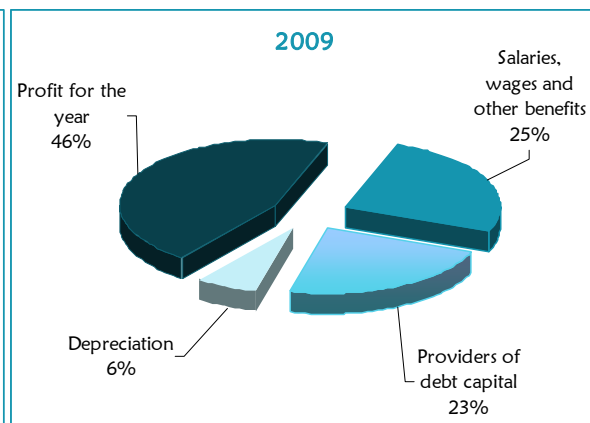
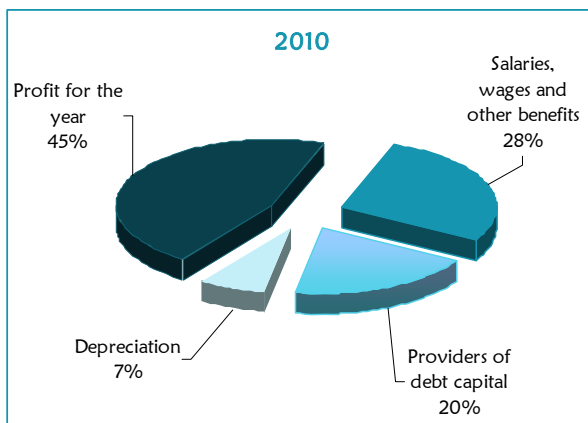
(1) Operating costs associated with the production processes were reclassified to cost of sales from 2007.

Five-year financial performance

	2010	2009	2008	2007	2006
	R'000	R'000	R'000	R'000	R'000
Financial position					
Capital and reserves	2,088,004	1,547,292	1,022,534	635,808	390,171
Net debt	320,152	743,008	1,137,021	1,655,964	1,923,577
Assets excluding investments	3,111,025	2,848,068	2,719,544	2,711,954	2,635,891
Total Interest-bearing Debt	1,517,448	1,978,904	2,078,335	2,180,591	2,284,762
Total investments	1,197,295	1,235,897	941,315	524,627	361,185
Total Assets	4,308,322	4,083,964	3,660,859	3,236,581	2,997,076
Operating performance					
Revenue	1,633,043	1,492,688	1,289,035	1,188,029	1,084,544
Cost of sales	(620,856)	(545,011)	(393,282)	(381,958)	(112,825)
Gross profit	1,012,187	947,677	895,753	806,071	971,719
Other income	8,529	31,707	6,888	7,943	24,180
Other operating and administration expenses	(403,216)	(337,338)	(345,427)	(344,236)	(575,832)
Profit from operations	617,500	642,046	557,214	469,778	420,067
Net finance costs	(79,773)	(116,296)	(165,440)	(219,911)	(283,741)
Share of profit from associate	2,985	1,264	1,092	649	1,272
Profit/(loss) before taxation	540,712	527,014	392,866	250,516	137,598
Taxation	-	-	-	-	(35)
Profit for the year	540,712	527,014	392,866	250,516	137,563
Cash flow					
Net cash from operating activities	846,621	745,278	844,312	724,198	644,654
Net cash used in investing activities	(310,422)	(220,516)	(106,224)	(175,437)	(80,645)
Net cash generated	536,199	524,762	738,088	548,761	564,009
Net cash used in financing activities	(559,629)	(530,700)	(745,610)	(541,031)	(556,819)
Net decrease/(increase) for the year	23,430	5,938	7,522	(7,730)	(7,190)
Net cash utilised	(536,199)	(524,762)	(738,088)	(548,761)	(564,009)

Value Added Statement

	2010	2009	2008	2007	2006
	R'000	R'000	R'000	R'000	R'000
Gross revenue	1,633,043	1,492,688	1,289,035	1,188,029	1,084,544
Paid to suppliers for materials & services	(604,262)	(479,295)	(394,898)	(408,707)	(387,763)
Value added	1,028,781	1,013,393	894,137	779,322	696,781
Income from investments	150,568	151,193	105,311	89,522	190,165
Total wealth created	1,179,349	1,164,586	999,448	868,844	886,946
Salaries, wages and other benefits	327,111	296,718	272,182	244,157	210,497
Providers of debt capital	230,341	267,489	270,751	309,433	473,906
Depreciation	81,185	73,365	63,649	64,738	64,945
South African Revenue Services	-	-	-	-	35
Profit for the year	540,712	527,014	392,866	250,516	137,563
Total wealth distributed	1,179,349	1,164,586	999,448	868,844	886,946



Employee statistics

	2010	2009	2008	2007	2006	2009-2010 Movement
Number of employees as at year-end ⁽²⁾	963	921	881	897	908	4.56%
Gross revenue per employee (Rands)	1,695,788	1,620,725	1,463,150	1,324,447	1,194,432	4.63%
Value added per employee (Rands)	1,068,308	1,100,318	1,014,911	868,809	767,380	-2.91%
Wealth created per employee (Rands)	1,224,661	1,264,480	1,134,447	968,611	976,813	-3.15%

(2) The number of employees is reflected as at year end from 2009. Prior to that it was reflected as an average number for the year.