

## Five-Year Key Performance Indicators

	2010	2009	2008	2007	2006	2009-2010 Movement
<b>Performance criteria/indicators</b>						
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 <sup>(1)</sup> /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%
<b>Bulk water business segment</b>						
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%
<b>Operating risk indicators</b>						
Working ratio <sup>(1)</sup>	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 <sup>(1)</sup>	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>						
<b>Financial risk indicators</b>						
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>						

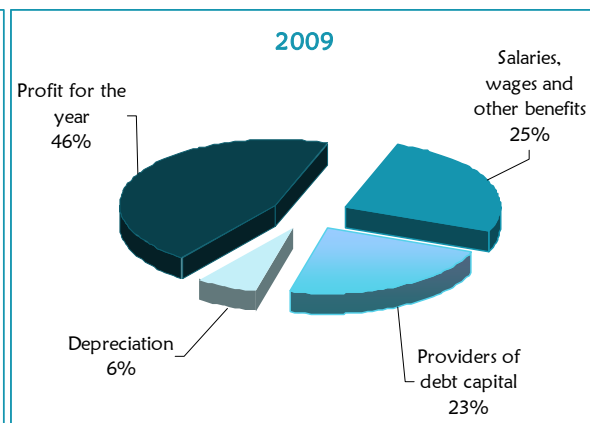
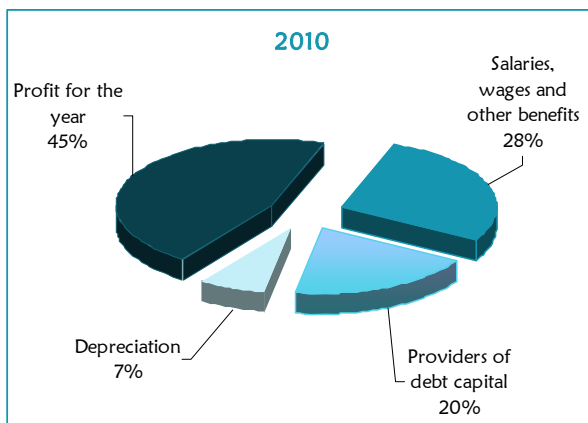
(1) Operating costs associated with the production processes were reclassified to cost of sales from 2007.

## Five-year financial performance

	2010	2009	2008	2007	2006
	R'000	R'000	R'000	R'000	R'000
<b>Financial position</b>					
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
<b>Operating performance</b>					
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)
<b>Gross profit</b>	<b>1,012,187</b>	<b>947,677</b>	<b>895,753</b>	<b>806,071</b>	<b>971,719</b>
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)
<b>Profit from operations</b>	<b>617,500</b>	<b>642,046</b>	<b>557,214</b>	<b>469,778</b>	<b>420,067</b>
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
<b>Profit/(loss) before taxation</b>	<b>540,712</b>	<b>527,014</b>	<b>392,866</b>	<b>250,516</b>	<b>137,598</b>
Taxation	-	-	-	-	(35)
<b>Profit for the year</b>	<b>540,712</b>	<b>527,014</b>	<b>392,866</b>	<b>250,516</b>	<b>137,563</b>
<b>Cash flow</b>					
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)
<b>Net cash generated</b>	<b>536,199</b>	<b>524,762</b>	<b>738,088</b>	<b>548,761</b>	<b>564,009</b>
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)
<b>Net cash utilised</b>	<b>(536,199)</b>	<b>(524,762)</b>	<b>(738,088)</b>	<b>(548,761)</b>	<b>(564,009)</b>

## 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)
<b>Value added</b>	<b>1,028,781</b>	<b>1,013,393</b>	<b>894,137</b>	<b>779,322</b>	<b>696,781</b>
Income from investments	150,568	151,193	105,311	89,522	190,165
<b>Total wealth created</b>	<b>1,179,349</b>	<b>1,164,586</b>	<b>999,448</b>	<b>868,844</b>	<b>886,946</b>
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
<b>Total wealth distributed</b>	<b>1,179,349</b>	<b>1,164,586</b>	<b>999,448</b>	<b>868,844</b>	<b>886,946</b>



## Employee statistics

	2010	2009	2008	2007	2006	2009-2010 Movement
Number of employees as at year-end <sup>(2)</sup>	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.