

CALCULATIONS' TABLE OF INDICATORS OF EXECUTIVE BOARD MEMBERS' VARIABLE REMUNERATION

Strategic Priority	Index		2018	2019	2020	2021
Safety (Including Environmental Management)	Non-invoiced Water	Non-invoiced consumption cubic meters (statistical report)	93.651.868	95.774.378	88.973.541	
		Overall Consumption (WTP)	379.956.682	383.363.418	389.303.780	
		KPI 1. Percentage of non-invoiced consumption	24.65%	24.98%	22.85%	<22%
			2018	2019	2020	Budget 2021
Development	Investment Plan	Fixed Asset Additions (TANGIBLE AND INTANGIBLE ANNUAL REPORT)	16.525	16.818	29.845	
		Investment Budget	87.400	120.969	51.257	54.200
		KPI 2. Investment Budget execution rate	18.91%	13.90%	58.23%	>70%
			2018	2019	2020	2021
Efficiency	Overdue Receivables	Time Analysis of Overdue Receivables: Total Receivables (PAGES 191-2020)	231.343	224.785	231.750	
		Total Receivables of Individuals (PAGES 191-2020)	178.268	172.386	183.310	
		Overdue receivables > 6M individuals	110.375	109.227	110.050	
		KPI 3. Percentage of Overdue Receivables > 6M Individuals	61.92%	63.36%	60.03%	<58%
			2018	2019	2020	Budget 2021
Efficiency	Operational Expenses	Total expenses (minus construction, provisions, depreciation & raw water costs)	215.119	219.985	226.242	232.330
		Revenue	322.396	323.744	330.318	327.469
		KPI 4. Expenses / Revenue	66.73%	67.95%	68.49%	<70%

