

PERFORMANCE INDICATORS

|   | UNIT                | 2014                    |         | 2015                   |         | 2016                   |         | 2017                    |         | 2018                    |         |
|---|---------------------|-------------------------|---------|------------------------|---------|------------------------|---------|-------------------------|---------|-------------------------|---------|
|   |                     | DATA                    | OUTCOME | DATA                   | OUTCOME | DATA                   | OUTCOME | DATA                    | OUTCOME | DATA                    | OUTCOME |
| <b>WASTEWATER SERVICES SERVICE INDICATORS</b>                                 |                     |                         |         |                        |         |                        |         |                         |         |                         |         |
| Population served / Total expected population to be served                    | %                   | 114.600                 | 67,41%  | 123.180                | 72,46%  | 127.060                | 74,74%  | 139.060                 | 81,80%  | 145.460                 | 85,56%  |
| P.E. served / P.E. capacity   |                     | 119.668                 | 44,00%  | 141.081                | 51,87%  | 150.800                | 55,44%  | 182.627                 | 67,14%  | 195.420                 | 71,85%  |
| Treated wastewater in WWTP / Design capacity                                  | %                   | 7.418.000               | 50,81%  | 7.842.000              | 53,71%  | 8.338.000              | 57,11%  | 8.829.000               | 60,47%  | 9.377.000               | 64,23%  |
| BOD <sub>5</sub> Kgs Treated / BOD <sub>5</sub> Capacity                      |                     | 2.620.719               | 44,00%  | 3.089.674              | 51,87%  | 3.302.517              | 55,44%  | 3.999.542               | 67,14%  | 4.279.705               | 71,85%  |
| Private HC: licences to construct private system (Licences issued / Appl.rec) |                     | 1.431 / 1.835           | 0,78    | 1.437 / 1.264          | 113,69% | 963 / 1.577            | 61,07%  | 1.593/2.119             | 75,18%  | 1.108 / 1.689           | 65,60%  |
| : Connection Permits (Green card) (No / Licences issued)                      |                     | 1.456 / 1.431           | 1,02    | 1.445 / 1.437          | 100,56% | 1.136 / 963            | 117,96% | 1.198/1.593             | 75,20%  | 1.001 / 1.108           | 90,34%  |
| <b>PHYSICAL EFFICIENCY INDICATORS</b>   |                     |                         |         |                        |         |                        |         |                         |         |                         |         |
| No of Main sewer blockages / Total length of Sewers in operation              | No / Km             | 65/570                  | 0,114   | 84/635                 | 0,132   | 96/640                 | 0,150   | 121/727                 | 0,166   | 114 / 750               | 0,152   |
| Power (KWh) consumed / Treated wastewater in WwTP                             | KWh/m <sup>3</sup>  | 8.308.964 / 7.418.000   | 1,12    | 8.947.217 / 7.842.000  | 1,14    | 9.377.524 / 8.338.000  | 1,12    | 9.659.760 / 8.829.000   | 1,09    | 9.977.539 / 9.377.000   | 1,06    |
| Sewers' jetted / Total length of sewers in operation                          | %                   | 60,5/570                | 10,61%  | 90 / 635               | 14,17%  | 103 / 640              | 16,09%  | 139 / 727               | 19,12%  | 152 / 750               | 20,27%  |
| <b>STAFFING EFFICIENCY</b>  |                     |                         |         |                        |         |                        |         |                         |         |                         |         |
| Employees / Connected Households (HC)   | No/1000 connections | 67 / 19.100 /1.000      | 3,51    | 66 / 20.530 /1.000     | 3,21    | 66 / 21.500 /1.000     | 3,07    | 65 / 24.500 / 1.000     | 2,65    | 65 / 26.100 / 1.000     | 2,49    |
| Total staff costs / Total expenditure   | %                   | 2.621.668 / 17.825.168  | 14,71%  | 2.758.150 / 17.724.895 | 15,56%  | 2.625.101 / 19.094.787 | 13,75%  | 2.696.630 / 20.059.659  | 13,44%  | 2.789.515 / 18.463.533  | 15,11%  |
| Kms of sewer length / Staff employed  |                     | 570/67                  | 8,51    | 635/66                 | 9,62    | 640/66                 | 9,70    | 727/65                  | 11,18   | 750/65                  | 11,54   |
| Population served / employee  |                     | 114.600 / 67            | 1.710   | 120.320 / 66           | 1.866   | 124.200/66             | 1.925   | 136.200 / 65            | 2.139   | 145.460 / 65            | 2.238   |
| Head Office Electrical consumption (Kwh) / employee                           | KWh/employee        | 143.374 / 52            | 2.757   | 155.984/51             | 3.059   | 163.023/51             | 3.197   | 164.630/50              | 3.293   | 163.151/50              | 3.263   |
| Head Office Electrical consumption (Kwh) / building m <sup>3</sup>            | KWh/m <sup>3</sup>  | 143.374 / 4.707         | 30,46   | 155.984/ 4.707         | 33,14   | 163.023/ 4.707         | 34,63   | 164.630 / 4.707         | 34,98   | 163.151 / 4.707         | 34,66   |
| <b>FINANCIAL INDICATORS COST RECOVERY</b>                                     |                     |                         |         |                        |         |                        |         |                         |         |                         |         |
| Total income / flow   | Euro/m <sup>3</sup> | 29.041.681 / 7.418.000  | € 3,92  | 29.373.102/ 7.842.000  | € 3,75  | 29.902.284/ 8.338.000  | € 3,59  | 29.919.300 / 8.829.000  | € 3,39  | 28.699.682 / 9.377.000  | € 3,06  |
| Total cost (with depreciation and interest) / flow                            | Euro/m <sup>3</sup> | 17.825.168 / 7.418.000  | € 2,40  | 17.724.895/ 7.842.000  | € 2,26  | 19.094.787/ 8.338.000  | € 2,29  | 20.059.659 / 8.829.000  | € 2,27  | 18.463.533 / 9.377.000  | € 1,97  |
| Total cost coverage ratio (Total income / Total costs)                        |                     | 29.041.681 / 17.825.168 | 1,63    | 29.373.102/ 17.724.895 | 1,66    | 29.902.284/ 19.094.787 | 1,57    | 29.919.300 / 20.059.659 | 1,49    | 28.699.682 / 18.463.533 | 1,55    |
| Unit running costs (Total operational costs / flow)                           | Euro/m <sup>3</sup> | 5.295.324 / 7.418.000   | € 0,71  | 5.016.010/ 7.842.000   | € 0,64  | 5.271.191/ 8.338.000   | € 0,63  | 5.749.167 / 8.829.000   | € 0,65  | 5.841.711 / 9.377.000   | € 0,62  |
| Operating cost coverage ratio (Total income / Total operational costs)        |                     | 29.041.681 / 5.295.324  | 5,48    | 29.373.102/ 5.016.010  | 5,86    | 29.902.284/ 5.271.191  | 5,67    | 29.919.300 / 5.749.167  | 5,20    | 28.699.682 / 5.841.711  | 4,91    |
| Service charges / Total income  | %                   | 4.221.261 / 29.041.681  | 14,54%  | 5.199.712/ 29.373.102  | 17,70%  | 5.711.481/ 29.902.284  | 19,10%  | 6.217.407 / 29.909.300  | 20,78%  | 6.569.649 / 28.699.682  | 22,89%  |

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| <b>CASH POSITION</b>   |      |  |         |   |         |   |         |   |         |   |         |
| Overall Collection Rate (Amount collected per year / Total amount charged + opening debtors)           | %    | 19.023.799 / (20.544.253 + 13.975.817)             | 55,11%  | 19.223.793 / (20.386.974 + 15.496.753)              | 53,57%  | 20.113.723 / (20.750.233 + 16.659.934)              | 53,77%  | 21.170.799 / (20.211.861 + 17.296.444)                | 56,44%  | 19.720.899 / (19.634.923 + 16.337.506)                | 54,82%  |
| Late payments ratio (1-(Amount collected from customers/Total amount charged + opening debtors))       | %    | 1 - 55,11%   | 44,89%  | 1 - 55,11%  | 46,43%  | 1 - 53,77%  | 46,23%  | 1 - 56,44%  | 43,56%  | 1 - 54,82%  | 45,18%  |
| Year collection Rate (Sewerage charges for the year collected / Sewerage charges charged for the year) |      | 15.770.767 / 19.713.716                            | 80,00%  | 16.023.935 / 19.602.928                             | 81,74%  | 16.410.269 / 19.845.159                             | 82,69%  | 16.359.490 / 19.285.847                               | 84,83%  | 15.715.386 / 18.363.319                               | 85,58%  |
| <b>BALANCE SHEET AND PROFITABILITY</b>   |      |  |         |   |         |   |         |   |         |   |         |
| Debt equity ratio  |      | 170.891.115/ (170.891.115+ 94.449.502 +32.078.402) | 0,57    | 165.076.132/ (165.076.132+ 106.641.098 +34.315.408) | 0,54    | 157.021.151/ (157.021.151+ 116.081.052 +40.047.334) | 0,50    | 148.226.008/ (148.226.008 + 127.776.071 + 42.757.360) | 0,47    | 137.764.197/ (137.764.197 + 137.894.116 + 41.068.906) | 0,43    |
| Current Ratio (Current Assets / Current Liabilities)   |      | 99.381.184 / 15.933.159                            | 6,24    | 104.191.800 / 14.530.212                            | 7,17    | 110.267.496 / 15.748.440                            | 7,00    | 117.969.402 / 18.154.259                              | 6,50    | 111.320.426 / 20.843.578                              | 5,34    |
| Interest cover (Net operating income/interest)   |      | 18.189.232 / (1.508.660 + 300.956 )                | 10,05   | 18.848.687 / (1.076.416 + 315.464)                  | 13,54   | 18.126.205 / (913.006 + 101.415 )                   | 17,87   | 18.298.076 / (776.015 + 59.086)                       | 21,91   | 17.305.744 / (775.241 + 13.047)                       | 21,95   |
| <b>Other KPI</b>   |      |  |         |   |         |   |         |   |         |   |         |
| <b>Human Resources KPI</b>   |      |  |         |   |         |   |         |   |         |   |         |
| Total no. of leave days per year / No. of employees  | No.  | 2.634 / 67   | 39,31   | 2.757 / 66  | 41,77   | 2.489 / 66  | 37,71   | 2.384 / 65  | 36,68   | 2.130 / 65  | 32,77   |
| Total No of <b>annual leave</b> days / Total no of work days (220*no. of employees)                    | %    | 1.610 / (220*67)                                   | 10,92%  | 1.820 / (220*66)                                    | 12,53%  | 1.618 / (220*66)                                    | 11,14%  | 1.568 / (220*65)                                      | 10,97%  | 1.621 / (220*65)                                      | 11,34%  |
| Total No of <b>sick leave</b> days / Total no of work days (220*no. of employees)                      | %    | 579/(220*67)                                       | 3,93%   | 687/(220*66)  | 4,73%   | 765/(220*66)  | 5,27%   | 630/(220*65)  | 4,41%   | 420/(220*65)  | 2,94%   |
| No of <b>training &amp; other</b> absence days / Total no of work days (220*no. of employees)          | %    | 445/(220*67)                                       | 3,02%   | 250/(220*66)  | 1,72%   | 106/(220*66)  | 0,73%   | 186/(220*65)  | 1,30%   | 89/(220*65)   | 0,62%   |
| <b>Billing and collection dept</b>   |      |  |         |   |         |   |         |   |         |   |         |
| Value of bills settled by post / Total collections   | %    | 182.717 / 19.023.317                               | 0,96%   | 214.548 / 19.223.793                                | 1,12%   | 131.100 / 20.113.723                                | 0,65%   | 202.923 / 21.170.807                                  | 0,96%   | 239.673 / 19.720.899                                  | 1,22%   |
| Value of bills settled by e-payment / Total collections  | %    | 2.871.799 / 19.023.317                             | 15,10%  | 3.576.452 / 19.223.793                              | 18,60%  | 7.658.670 / 20.113.723                              | 38,08%  | 7.516.747 / 21.170.807                                | 35,51%  | 7.114.546 / 19.720.899                                | 36,08%  |
| Value of bills settled at SBLA's cashiers / Total collections  | %    | 11.402.909 / 19.023.317                            | 59,94%  | 10.833.003 / 19.223.793                             | 56,35%  | 11.346.924 / 20.113.723                             | 56,41%  | 12.273.544 / 21.170.807                               | 57,97%  | 11.252.081 / 19.720.899                               | 57,06%  |
| Value of bills settled through Banks / Total collections   | %    | 4.565.892 / 19.023.317                             | 24,00%  | 4.599.790 / 19.223.793                              | 23,93%  | 977.029 / 20.113.723                                | 4,86%   | 1.177.579 / 21.170.807                                | 5,56%   | 1.114.599 / 19.720.899                                | 5,65%   |
| No of e-bills / Total number of bills sent   | %    | 1.400 / 93.290                                     | 1,50%   | 1.511 / 95.697                                      | 1,58%   | 1.613 / 99.896                                      | 1,61%   | 1.720 / 101.163                                       | 1,70%   | 1.875 / 117.137                                       | 1,60%   |
| No. of lawsuits filed / year   |      | 179  |         | 102   |         | 71  |         | 82  |         | 154   |         |
| Value of filed lawsuits / Customers balance at y.e.  | %    | 830.611 / 15.496.753                               | 5,36%   | 817.572 / 16.659.934                                | 4,91%   | 378.222 / 17.296.444                                | 2,19%   | 372.469 / 16.337.506                                  | 2,28%   | 788.446 / 16.251.530                                  | 4,85%   |

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| <b>Accounting Dept</b>  |      |             |         |             |         |             |         |             |         |             |         |
| No of purchases invoices processed / year   |      | 2.723       |         | 2.284       |         | 2.185       |         | 2.458       |         | 2.496       |         |
| No of payments' runs / year   |      | 44          |         | 34          |         | 39          |         | 39          |         | 39          |         |
| Average no. of invoices / payment run   |      | 61,9        |         | 67,2        |         | 56,0        |         | 63,0        |         | 64,0        |         |
| No of invoices below €10 / Total no. of invoices processed  | %    | 49 / 2.723  | 1,80%   | 43 / 2.284  | 1,88%   | 49 / 2.185  | 2,24%   | 56 / 2.458  | 2,60%   | 49 / 2.496  | 1,96%   |
| Invoices settled by Cheque (*CHQ) / Invoices settled by Bank Transfer (*DCR)                        |      | 672 / 1.512 | 0,44    | 611 / 1.299 | 0,47    | 530 / 1.124 | 0,47    | 541 / 1.584 | 0,34    | 563 / 1.808 | 0,31    |
| No of JVs posted / year   |      | 561         |         | 603         |         | 551         |         | 616         |         | 510         |         |
| <b>Secretarial Dept</b>   |      |             |         |             |         |             |         |             |         |             |         |
| No of archive files / employee (Total no of files/Total No of empl.)                                |      | 2.673/14    | 190,9   | 2.841/13    | 218,5   | 2.966/13    | 228,2   | 3.079/13    | 236,8   | 3.264/13    | 251,1   |
| No of new files per year / employee   |      | 458/14      | 32,7    | 546/13      | 42,0    | 456/13      | 35,1    | 484/13      | 37,2    | 581/13      | 44,7    |
| No of Incoming correspondence per year / employee   |      | 5.476/14    | 391,1   | 5.901/13    | 453,9   | 5.845/13    | 449,6   | 5.751/13    | 442,4   | 5.336/13    | 410,5   |
| No of Outgoing correspondence per year / employee   |      | 5.244/14    | 374,6   | 6.495/13    | 499,6   | 7.174/13    | 551,8   | 7.849/13    | 603,8   | 6.628/13    | 509,8   |
| No of pages of Agendas and Minutes of meetings typed / employee                                     |      | 7.623/14    | 544,5   | 11.081/13   | 852,4   | 10.530/13   | 810,0   | 14.843/13   | 1.141,8 | 15.041/13   | 1.157,0 |
| No of Board and Committees meetings per year  |      | 54          |         | 76          |         | 80          |         | 72          |         | 76          |         |
| No of pages of Agendas and Minutes of meetings typed / No of Board and Committees meetings per year |      | 7.623/54    | 141,2   | 11.081/76   | 155,3   | 10.530/80   | 131,6   | 14.843/72   | 206,2   | 15.041/76   | 184,9   |
| Total no. of leave forms per year / No. of employees  |      | 392**/14    | 28,0    | 538/13      | 41,4    | 574/13      | 44,2    | 513/13      | 39,5    | 439/13      | 33,8    |
| * In 2012: 8 months 12 empl., 1 month 13 empl., 3 months 14 empl.                                   |      |             |         |             |         |             |         |             |         |             |         |
| ** As from 2014 only sick leave forms are submitted manually  |      |             |         |             |         |             |         |             |         |             |         |
| <b>Customer Service</b>   |      |             |         |             |         |             |         |             |         |             |         |
| No of Complaints (tel., website, e-mail, oral)  |      | 959         |         | 863         |         | 701         |         | 863         |         | 685         |         |
| No of complaints by type: Odours  | %    | 87          | 9,07%   | 71          | 8,23%   | 78          | 11,13%  | 71          | 8,23%   | 102         | 14,89%  |
| Flooding / Drains   | %    | 22          | 2,29%   | 31          | 3,59%   | 12          | 1,71%   | 31          | 3,59%   | 12          | 1,75%   |
| Blockages   | %    | 201         | 20,96%  | 215         | 24,91%  | 227         | 32,38%  | 215         | 24,91%  | 203         | 29,64%  |
| Manhole covers  | %    | 148         | 15,43%  | 162         | 18,77%  | 153         | 21,83%  | 162         | 18,77%  | 182         | 26,57%  |
| Works in Progress   | %    | 320         | 33,37%  | 244         | 28,27%  | 105         | 14,98%  | 244         | 28,27%  | 47          | 6,86%   |
| Pests & Rodents   | %    | 161         | 16,79%  | 125         | 14,48%  | 105         | 14,98%  | 125         | 14,48%  | 119         | 17,37%  |
| Other   | %    | 20          | 2,09%   | 15          | 1,74%   | 21          | 3,00%   | 15          | 1,74%   | 20          | 2,92%   |

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| <b>Environmental</b>  |                    |                       |         |                       |         |                       |         |                       |         |                       |         |
| Total electrical consumption (Kwh) / employee   |                    | 8.461.976 / 67        | 126.298 | 9.112.541 / 66        | 138.069 | 9.549.538 / 66        | 144.690 | 9.831.381 / 65        | 151.252 | 10.148.167 / 65       | 156.126 |
| Total electrical consumption (Kwh) / population served  |                    | 8.461.976 / 114.600   | 73,84   | 9.112.541 / 123.180   | 73,98   | 9.549.538 / 129.000   | 75,16   | 9.831.381 / 139.060   | 70,70   | 10.148.167 / 139.060  | 69,77   |
| Kwh consumed at WwTP / Treated wastewater   | Kwh/m <sup>3</sup> | 4.654.314 / 7.418.000 | 0,63    | 5.199.051 / 7.842.000 | 0,66    | 5.337.828 / 8.338.000 | 0,64    | 5.462.184 / 8.829.000 | 0,62    | 5.637.248 / 9.377.000 | 0,60    |
| Kwh consumed at Psts / Treated wastewater   | Kwh/m <sup>3</sup> | 3.654.650 / 7.418.000 | 0,49    | 3.748.166 / 7.842.000 | 0,48    | 4.039.696 / 8.338.000 | 0,48    | 4.197.576 / 8.829.000 | 0,48    | 4.340.291 / 9.377.000 | 0,46    |
| Total Green Kwh / Total Kwh consumed (Psts and WwTP)  | %                  | 1.630.232 / 8.308.964 | 19,62%  | 1.756.191 / 8.947.217 | 19,63%  | 1.830.449 / 9.377.524 | 19,52%  | 1.879.268 / 9.659.760 | 19,45%  | 1.872.236 / 9.977.539 | 18,76%  |
| Total Green Kwh / Kwh consumed at WwTP  | %                  | 1.630.232 / 4.654.314 | 35,03%  | 1.756.191 / 5.199.051 | 33,78%  | 1.830.449 / 5.337.828 | 34,29%  | 1.879.268 / 5.462.184 | 34,41%  | 1.872.236 / 5.637.248 | 33,21%  |
| Kwh produced at CHP / Green Kwh produced (CHP + Solar)  | %                  | 1.549.081 / 1.630.232 | 95,02%  | 1.676.104 / 1.756.191 | 95,44%  | 1.748.320 / 1.830.449 | 95,51%  | 1.798.627 / 1.879.268 | 95,71%  | 1.793.807 / 1.872.236 | 95,81%  |
| Solar energy Kwh produced / Green Kwh produced (CHP + Solar)                                  | %                  | 81.151 / 1.630.232    | 4,98%   | 80.087 / 1.756.191    | 4,56%   | 82.129 / 1.830.449    | 4,49%   | 80.641 / 1.879.268    | 4,29%   | 78.429 / 1.872.236    | 4,19%   |
| <b>Quality Assurance</b>  |                    |                       |         |                       |         |                       |         |                       |         |                       |         |
| Δείκτης δειγμάτων (Αρ. Δειγμάτων από Βιομ.Υποστ. / Αρ. Βιομηχ.Υποστ.)                         | No / Βιομ.Υποστ.   | 1.865 / 815           | 2,29    | 2.163 / 815           | 2,65    | 2.382 / 815           | 2,92    | 2.348 / 815           | 2,88    | 2.306 / 815           | 2,83    |
| Δείκτης ελέγχου Βιομ.υποστατικών (Αρ. υποστ.που ελέγχονται/Αρ. Βιομ.Συνδέσεων)                | %                  | 151 / 815             | 18,53%  | 181 / 815             | 22,21%  | 151 / 815             | 18,53%  | 152 / 815             | 18,65%  | 144 / 815             | 17,67%  |
| Δείκτης συμμετοχής φορτίου Βιομ.υποστατικών (COD Βιομ.υποστ./Ολικό COD στο STP)               | %                  | 5.721 / 20.684        | 27,66%  | 6.070 / 19.959        | 30,41%  | 5.201 / 20.650        | 25,19%  | 7.372 / 23.527        | 31,33%  | 6.815 / 26.153        | 26,06%  |
| Δείκτης απόκλισης ποιότητας Βιομ.υποστατικών ( Αρ.Χρ/Σημ / Αρ.Δειγμάτων)                      | %                  | 182 / 1.865           | 9,76%   | 237 / 2.163           | 10,96%  | 234 / 2.382           | 9,82%   | 214 / 2.348           | 9,11%   | 230 / 2.306           | 9,97%   |
| Δείκτης λιποπαγίδων (αριθμός οπτικών ελέγχων λιποπαγίδων / Συνολικό αριθμό Βιομ. Υποστατικών) | No / Βιομ.Υποστ.   | 2.127 / 815           | 2,61    | 1.682 / 815           | 2,06    | 1.655 / 815           | 2,03    | 1.499 / 815           | 1,84    | 1.499 / 815           | 1,77    |