Belize Water Services

BELIZE WATER SERVICES LIMITED

FTRP Five-year Business Plan Report
2026-2031

October 1, 2025

1 Executive Summary

1.1 Overview

The tariffs and miscellaneous charges of Belize Water Services Limited (BWS) are regularly reviewed and approved by the Public Utilities Commission (PUC) through a structured tariff review process. This process includes a comprehensive evaluation every five years, referred to as the Full Tariff Period (FTP). The first FTP under the current PUC license was for the period ending March 31, 2010. This initial period is referred to as the "First FTP" period. The Second FTP includes the period between April 1, 2010, and March 31, 2015. The Third FTP includes the period between April 1, 2015, and March 31, 2020. The existing FTP includes the period between April 1, 2020, and March 31, 2025.

At the end of existing FTP, BWS requested an extension for one year without any adjustments to tariff and it was granted by PUC. BWS Operates on a fiscal year (FY) basis starting each year April 1 and ending March 31. As of the date of this report, BWS is operating within FY 2025/26. The business plan herein addresses the fifth FTP which is projected to span from April 1, 2026, through March 31, 2031 (FFBP). The business plan includes a financial projection based on planned future financial activities and results. The financial analysis relies on Financial Statements and Independent Auditor's reports, the FY 2025/26 budget, and other recent information to form the starting point, and then forecasts key financial and operational elements to develop the full five-year forecast from FY 2026/27 through FY2030/31.

BWS is the regulated monopoly provider of water and sewerage utility for the country of Belize, a company struggling to ensure its viability. BWS, which was vested with the Assets and Liabilities of the Water and Sewerage Authority ("WASA") in March 2001 and has gone through the transformation from a Statutory Body to a private company owned by a trans-national water company and then to majority Government ownership. Due to the renewed Government ownership and constraints in price increases based on social and political considerations, the company has focused on improving efficiency and controlling costs.

The company has made significant strides in improving efficiency. Non-Revenue Water loss has been reduced to below 25% over the period. BWS continues to be lauded for its efforts and its efficiency and acknowledged as the leader in water loss reduction techniques in the Caribbean region. Other efficiency improvements attained over the period include:

- Employees per 1000 Connections are maintained at 5 which is second lowest in Caribbean[1] ,

[1] Caribbean Water Study, Nov 2021 Water and Sanitation Division, IDB

- Lowest NRW in Caribbean below 25%[2],
- Collection Efficiency ratio of 98.9%, and
- Continuity of Service ratio of 99.97%

Even more significant, BWS has, by negotiation, obtained additional cash input required to perform much needed capital investment for the Business Plan period. This has resulted in the addition of 73.6 miles of additional water mains and 7,459 new physical connections, while replacing over 20.27 miles of aged water mains.

The parameters driving this Full Five-Year Business Plan for the company are geared towards ensuring that the company can meet the investment needs of population growth, handle situations related emergency, disaster, environmental concerns and climate change, provide fair return to shareholders and ensure the overall sustainability and viability of BWS. During the tariff review, extensive studies were conducted to assess costs, the country's economic conditions, and investment needs. These factors were carefully evaluated to ensure that the proposed tariff adjustments are justified and sustainable, supporting the long-term development of services.

In addition, educating consumers on their responsibility to use water resources wisely is critical to the sustainability of water services. As water becomes an increasingly valuable resource, it is essential for consumers to understand the importance of conservation and efficient usage. Public awareness campaigns, educational programs, and incentives for reducing consumption can empower consumers to play an active role in preserving water supplies, ultimately helping to minimize wastage and reduce unnecessary demand. This collaboration between BWS and its customers will contribute to the responsible management of Belize's water resources.

This report also addresses the significant changes and challenges BWS has faced over the past five years, particularly the impacts of the post-Covid landscape. These include fluctuations in water demand, rising operational costs, and ongoing infrastructure investments. The updated projections and recommendations in this document aim to ensure BWS maintains financial stability while continuing to deliver high-quality water and sewer services throughout Belize.

Given the level of capital expenditure required, the need to continue perform significant overdue and preventative maintenance, the mandate to provide dividends to shareholders and the necessity of covering normal operating costs, BWS requires an estimated increase in average tariff of **20%**. This also assumes some supplementary increases in other charges and a continued growth in the customer base and overall sales volume. It is understood that the tariff basket and other charges will be subject to review, analysis and discussion with the PUC before the issuing of the Final Decision.

BWS provides water and related services to an estimated 305,325 Belizeans, about two-thirds of the country’s population. This Full Tariff Review Proceeding is critical to the viability of the

[2] Caribbean Water Study, Nov 2021 Water and Sanitation Division, IDB

company and to the development of the nation. Water is not only an Essential Service, but also a Social Good; the Socio-economic welfare of our Nation requires development of this vital infrastructure and service. BWS due to stringent and efficient measures taken have derived some cash savings; despite this its current revenues are inadequate to finance the required expansion to meet its commitments, therefore BWS has looked to lending institutions and public bond(debentures) to cover a major part of the capital required for these investments. This however means that sufficient future revenues must be available to cover the additional debt servicing.

As the company moves forward into this fifth full business plan period, the most fundamental issue is the requirement to balance the needs of all stakeholders, including providing affordable improvements and expansion in the water and wastewater services in Belize, while ensuring both the medium- and long-term viability of the company. Should there be constraints in revenue, these would force reductions in expenditure which would be detrimental to the company and to the overall welfare of the nation. BWS therefore requests that all critical parameters and assumptions included in this Business Plan Report be fully evaluated and that the impact of decisions on the customer base, and the society, be fully appraised.

1.2 Proposed Tariff Structure

This proposal suggests a tariff increase to align the cost and expenses related to the production and distribution process with the selling price of the resource, as well as an adjustment in the segmentation of blocks and the selling prices for residential and non-residential customers.

The key objectives identified in the tariff design include:

1. Cost based analysis, non-discriminatory application, stability, predictability, and affordability.
2. Separating the tariff for residential and non-residential customers.
3. Simplifying the block segmentation based on 5 consumption ranges.
4. Maintaining the minimum of 1,000 gallons for all customers, both residential and non-residential.
5. Introducing Social Customer Block

Based on a review of several alternative tariff structures, the following tariff structure is Proposed:

- Reducing the residential consumption blocks 8 blocks to 5 blocks.
- Reducing the non-residential consumption blocks 8 blocks to 5 blocks.
- No changes to the monthly 1,000 gallon minimum for all customers.
- Social Rate Block – The social classification is defined as a small residential dwelling, including rental homes and apartments which uses water of an average 600 gallon or less monthly, solely for domestic use.

Re classification from Residential to social is determined on a bi-annual basis and applies to customers with a single residential water account whose previous average 6-month consumption does not exceed 600 Gallon per month.

For each of the blocks, the following service consumption charges are proposed:

Description	Category	Gallons	Mainland (Water Only)	Belize and Belmopan (Water and Sewer)	San Pedro	Caye Caulker
Social Customer Block	Social	0-600	$ 9.01	$ 10.81	$ 24.17	$ 22.28
Residential						
Consumption Block 1	Minimum	0 - 1,000	$ 10.01	$ 12.01	$26.86	$24.75
Consumption Block 2	Efficient	1,001-3,000	$ 15.02	$ 19.36	$40.29	$37.13
Consumption Block 3	Normal	3,001-5,000	$ 17.52	$ 23.03	$47.01	$43.31
Consumption Block 4	Exceeding	5,001-9,000	$ 20.91	$ 26.52	$57.05	$51.69
Consumption Block 5	Abnormal	9,001-20,000	$ 23.52	$ 29.97	$64.18	$58.15
Consumption Block 6	Unusual	>20,000	$ 28.54	$ 37.73	$76.55	$70.55
Non - Residential						
Consumption Block 1	Minimum	0 - 1,000	$ 10.45	$ 12.75	$28.52	$25.85
Consumption Block 2	Efficient	1,001-5,000	$ 18.29	$ 23.08	$49.91	$45.23
Consumption Block 3	Normal	5,001-9000	$ 21.52	$ 30.37	$57.75	$53.21
Consumption Block 4	Exceeding	9,001-20,000	$ 25.03	$ 34.05	$67.15	$61.88
Consumption Block 5	Unusual	>20,000	$ 28.54	$ 37.73	$76.55	$70.55

The need for differentiated tariff structures for residential (64%) and non-residential (36%) customers is highlighted to effectively address their distinct consumption behaviours and needs. Tariffs must be adjusted to ensure fairness, reflect operational costs, and promote responsible water usage.

1.3 Existing Water and Sewer Tariffs

Description	Mainland (Water Only)	Belize and Belmopan (Water and Sewer)	San Pedro	Caye Caulker
Minimum Bill (0 - 1,000 Gallons)	$8.72	$10.47	$25.57	$23.46
Consumption Blocks:				
Block 1: 1,001 - 2,000	$13.95	$18.02	$30.22	$26.98
Block 2: 2,001 - 3,000	$15.12	$19.76	$32.54	$29.61
Block 3: 3,001 - 4,000	$15.69	$20.92	$34.87	$32.50
Block 4: 4,001 - 5,000	$16.27	$22.09	$37.19	$35.67
Block 5: 5,001 - 6,000	$17.44	$23.25	$44.17	$39.14
Block 6: 6,001 - 7,000	$18.60	$23.82	$52.31	$42.96
Block 7: 7,001 - 8,000	$19.17	$24.41	$58.11	$47.15
Block 8: Above 8,000	$19.76	$24.99	$63.93	$51.75

1.4 Full Five-Year Business Plan Forecast

The FFBP includes a five-year forecast under a cash basis and a regulatory accrual basis. The cash basis consists of customers/revenue, the following expenditures: operating expenses (excluding depreciation), debt service (principal and interest), dividends, capital expenditure funding, and taxes/licensing fees.

The regulatory accrual forecast consists of the following expenditures: operating expenses (with depreciation), return on regulated asset BWS FFBP 2025 - 2030 value, taxes/licensing fees, and any applicable regulatory corrections or adjustments. These projections are detailed in the body of the report.

The five-year forecast includes significant capital investment. The Capital Investment plan has a particular emphasis on climate change resiliency, water supply security, and environmental stewardship. BWS expects that a portion of the cash required to fund this proposed $461 million in Capital Expenditure will come from GOB/Developers Contribution ($334 Million) and that the company will be able to obtain some loan funding ($47 Million).

BWS realises that, especially in the current economic climate, such levels of Capital Expenditure cannot be supported by tariff alone. However, even with projected estimates for Contributions and Loan Funding, significant amounts of Capital Expenditure remain to be funded over the five-year period.
In an effort to keep the tariffs affordable over the next Full Business Plan period, the company is proposing to reduce Capital Expenditure to approximately $130 million with only $83 million being directly funded from the proposed revenues and the remainder, hopefully, being funded by new loans, grants or developers' contributions.

Projected Annual Tariff Adjustments

Fiscal Year	% Adjustment
2025/26	20%
2026/27	0%
2027/28	0%
2028/29	0%
2029/30	0%

1.5 Recommendations

As set forth herein, the following recommendations are identified:

1. During the FFBP, BWS is planning to expend approximately BZD $130 million of capital improvements including sewer collection and treatment systems, water expansion projects, water supply projects, meter replacement, capital renewal and replacement, and similar projects. These projects are funded from a blend of tariff revenue, available reserves, additional debt, and Government of Belize (GOB) assistance.

2. The existing tariff levels will need to be adjusted within the FTP to fully fund the planned capital projects along with addressing inflationary cost increases and operating costs. This Business Plan forecasts an average tariff increase of 20.0% in April 2026 to obtain adequate revenue to cover expenditures.

3. A new tariff structure is recommended to simplify monthly bill calculations, encourage conservation, maintain water affordability, and better represent the various customer classes served by BWS. This modified tariff structure is proposed to be implemented April 1, 2026.

4. In order to minimize tariff increases, a revised schedule of miscellaneous charges is recommended for approval. This aims to recover a more significant portion of the actual cost from non-residential customers benefitting from the services. Charges to residential customers are recommended to remain the same.

2 Introduction

2.1 Background

Belize Water Services Limited (BWS) is a private regulated company which is the national water and sewerage utility for the country of Belize. BWS provides water to the eleven major

municipal areas of the country and a number of adjacent villages[3], and sewerage services to three of the municipal areas. In recent years, the Sarawee Village and the Placencia Peninsula have been added to BWS's areas.

BWS was formed in January 2001 and vested with the assets and liabilities of the former Water and Sewerage Authority in March 2001. BWS has a 25-year operating license, effective from March 23, 2001 through to March 31, 2026. BWS has gone through two major transformations from a Statutory Body to a private company owned by a trans-national water company (2001), and then to majority Government ownership (October 2005).

Driven by the renewed Government ownership and constraints in price increases based on social and political considerations, the company has focused on improving its efficiency in order to control costs and deliver expected service levels. BWS has been, and will continue to be, challenged to improve its cash flow and profitability due to conflicting requirements of its different major stakeholders. Over the last few years, BWS has been forced to engage in major water infrastructure replacement works in all the major municipalities due to street infrastructure projects. Additionally, the company has extended services to new villages and/or areas. These investments, even though subsidised, have placed significant financial impact on the company's cash flow placing additional financial challenges on an already cash-strapped company.

As a result of the 2010-2015 FFBP review, a Tariff increase of 12.2% was awarded in 2010. However, this was followed up by a 7.2% reduction in 2012. In 2014, the company was awarded a 6.9% increase. On May 03, 2022, BWS made an application on the basis of exceptional circumstances caused by Covid-19 pandemic to PUC, for proposed adjustments to Tariffs for the period August 01, 2022 to March 31, 2025. PUC did not approve the request of adjustments to the Tariffs. The last tariff adjustment was effective April 2015.

Most of the companies/factories/foundries reduced their production and lay off their staff during Covid-19 Pandemic. Post Covid 19, worldwide economy started to grow including but not limited to increase in demand for resources in construction, tourism, agriculture and telecommunication. BWS recognized that the economic effect of Covid-19 has significantly increase prices of materials and equipment due to significant demand from all sectors, reduction in production coupled with supply chain and logistic issues.

It must be noted that even though the company continues to experience increases in prices for the services and products it must purchase, there is no automatic adjustments for costs increases due to inflation or otherwise. The effect of these cost increases and capital expenditure requirements has reduced available cash, putting the company in a position where it is unable to fund adequate maintenance of existing assets, unable to invest in customer-requested service expansions, and unable to provide the regulated rate of return to shareholders. This position also puts the Company and the entire customer base at risk, as the company is unable to hold adequate cash to expedite recovery in the event of a major disaster.

[3] A large percent of the rural villages have independent Water Boards running Rudimentary Water Systems

The main items of focus of this Full Tariff Review Proceeding (FTRP) for the company are:

- To meet investment needs of population growth and additional service areas
- To provide security of supply, including improved continuity, to all service areas
- To meet quality standards for all services provided
- To adequately maintain and protect existing assets to optimise their service life
- To allow the company to be able to handle emergency/disaster recovery
- To allow fair return to shareholders who have invested hard earned funds
- To help ensure the viability of BWS - lending agencies have been sceptical based on the low profitability and cash position over the last FFBP period.

2.2 Purpose of Plan

In the past, BWS has undertaken a comprehensive revamp of its Strategic Business Plan (SBP) using the Balanced Scorecard Methodology. This process involved redefining the company's Mission, Vision, Customer Value Proposition, and Core Values. Building on this foundation, the company is now aligning its business units and processes to achieve operational excellence, service excellence, and sustainable business growth and development. The aim is to create a positive and measurable impact across all operations and results.

The proposed **Full Five-Year Business Plan (FFBP)** expands on the SBP by incorporating an in-depth analysis of the current socio-economic environment, a review of past performance, and an assessment of anticipated future efficiencies. These inputs support the assumptions, strategies, and initiatives outlined in the Plan. The FFBP is being submitted to the Regulator, the Public Utilities Commission (PUC), for review and approval. Once approved, it will serve as the framework guiding company activities and operational parameters over the next five years.

The final approved Business Plan will be used by the company's Strategic Management Team as a roadmap for planning and executing strategies. It will also provide a basis for the Regulator, Board, and Management to review corporate performance. Ultimately, the Plan is expected to benefit the organisation by:

- Providing clear strategic direction.
- Streamlining the planning and budgeting process for both Capital and Operating Expenditures.
- Driving future initiatives designed to achieve the company's specified targets.

2.3 Business Plan Methodology

This Business Plan was developed using strategic management tools and approaches, with valuable input from key stakeholders including BWS' Board, Management, employees, lenders and potential lenders, shareholders, Government representatives, and private developers, all of whom actively participated in a range of activities. The process also incorporated a review of current regulations, as well as an assessment of various internal and external documents, correspondence, reports, systems, and procedures, alongside international best practices and technologies in the water and wastewater sector.

This Business Plan development, building on BWS' Strategic Business Plan, included analysis of the water utility industry, BWS' current capabilities and future direction, and the external dynamics that impact on the company. The Plan includes several key objectives to help BWS achieve its stated mission ***"To improve the lives of consumers by delivering quality and cost-effective water and wastewater services in an environmentally responsible manner while promoting employee excellence, fulfilling our social responsibility and providing a fair return to our shareholders."***

Figure – BWS Strategy Map

As shown above, the top level objective of the company's SBP strategy map is to ***"ensure affordable rates"***. This map is shown in section 2.4.

Other key objectives include, among others, the following:

1. Improve Resources and Knowledge and Skills
2. Improve Quality and Reliability, Efficiency and Reduce NRW
3. Improve Health and Safety
4. Increase Customer Base and Improve Customer Satisfaction
5. Improve Stakeholder, Community and Social Relations

BWS has identified various initiatives within its SBP to help with the successful implementation of these objectives. Execution of several initiatives is already underway, resulting in positive feedback from customers, staff and other stakeholders.

2.4 Structure of Business Plan Review Document

The structure of this document is designed to fulfil several key requirements. It provides a summary of the historical activities of the business during the Fourth Full Business Plan (FTP) period, while also defining the rationale, direction, and strategy of BWS as the company transitions into the critical Fifth Full Business Plan period.

The first full five-year business plan period commenced on April 1, 2004, in accordance with the Byelaws and Statutory Instruments established alongside the privatization of water and sewerage services in Belize. This initial five-year period was extended by one year in 2008 due to a number of unresolved critical business issues. The extended six-year period concluded on March 31, 2010, and is referred to as the "First FTP." The Second FTP covered the period from April 1, 2010, to March 31, 2015, followed by the Third FTP from April 1, 2015, to March 31, 2020. The current FTP, spanning April 1, 2020, to March 31, 2025, is now approaching completion.

This document—the Fifth Business Plan Review Report—together with its appendices, outlines the actual results achieved during the Fourth FTP period. Where appropriate, the report compares these actual results with the projections and assumptions presented in the approved Business Plan for April 2020 to March 2025, as guided by the PUC's Final Decisions issued in 2010, 2012, 2014, and 2020.

2.5 Programme of Business Plan Review Process

Building on the historical performance of the business and the issues identified during the Fourth Full Business Plan period, this report also sets out the framework for the next five years of operations, commencing in April 2026. It defines the rationale and forward strategy of the company, encompassing growth objectives, demand and revenue projections, operating costs, and future capital investment. These assumptions and proposals will be subject to thorough review by the Public Utilities Commission (PUC) as part of the Business Plan Review process.

Unless otherwise specified, all monetary values presented in this document are expressed in Belize Dollars, in thousands or millions as applicable. Production and consumption volumes are stated in U.S. Gallons or appropriate multiples thereof.

The programme of the review shall be undertaken as defined within the Water and Sewerage (Tariffs) Byelaws (Statutory Instrument 67 of 2002) as amended by Statutory Instruments 102 of 2004 and 89 of 2008, the activities associated with which shall be concluded by May 2026.

Programme for Full Tariff Review Proceedings:

Activity	No. of Days for Event	Prior Event	End Date	Event Description
A	-	-	01-Oct-25	Public Notice & BWS Submission of Business Plan Document
B.1	10	A	14-Oct-25	Meeting with BWS and Public
B.2	30	A	30-Oct-25	Interested Parties Comments Submission
C	15	B.2	14-Nov-25	PUC to publish initial decision
D	15	C	29-Nov-25	The Licensee or interested parties may object to initial decision
E.1	15	C	29-Nov-25	Where there is no-objection, the PUC shall deliver a final decision adopting its initial decision.
OR				
E.2	15	D	14-Dec-25	In the event of an objection being lodged, then the PUC shall select an independent Expert
F	14	E.2	28-Dec-26	In the event that an independent Expert cannot be agreed upon, the international Chamber of Commerce shall appoint one.
G	30	F	13-Jan-26	The Independent Expert shall submit a written report.
H.1	20	G	02-Feb-26	Licensee & Interested Parties may submit comments
H.2	15	H.1	17-Feb-26	PUC to hear comments which challenge the IE's report
I	50	F	04-Mar-26	The PUC shall publish its Final Decision which may incorporate the independent Expert's determination of any element of Licensee's Proposal.
J		I	1-Apr-26	New FTP commences

3 Analysis and Evaluation

3.1 Environmental Analysis

3.1.1 Governance

At privatisation in 2001, approximately 83% of the shares of the company were bought by an Anglo-Dutch multi-national company, Cascal BV. Cascal's management immediately commenced streamlining the former public entity into an efficient private company. This included staff cutbacks and the utilisation of modern Information Technology products including more up-to-date Accounting and Customer Billing systems, and hand-held meter reading devices

In October 2005, the Government of Belize finalised an agreement to repurchase Cascal's shares and resumed majority ownership of the company. The Government ownership creates additional uncertainty both externally and internally for BWS. BWS is a private company trying to operate as efficiently to ensure adequate profitability in order to cover operating costs and perform adequate investments to improve service and reach. Yet, the company remains very aware of the social nature of its core business which often mandates that projects be prioritised other than by just economic returns and that rates should be kept affordable to customers, despite the cash and investment needs of the company.

3.1.2 Regulatory Control and Constraints

The Public Utilities Commission (PUC), as the statutory regulator, is responsible for the oversight of the water and wastewater industry including the setting of tariffs. However, due to various constraints, the company is not generating sufficient revenues to provide funds to perform required Capital Investments or the profits required to meet a reasonable rate of return to shareholders. The Government, as majority shareholder, has had to assist by 'granting' large sums for capital investment and by foregoing its dividends to facilitate a reasonable return to the 7.3% minority shareholders.

3.1.3 Shareholder Considerations

BWS has generated profits annually over the fourth Business Plan period and declare small dividends. During this period, the Government, as majority shareholder, opted to have its portion of dividends allotted to the 7.3% minority shareholders, thereby providing a consistent return on investments to minority shareholders, which is on par with market rates of return.

The table below shows the summary of BWS' profit and dividends with a breakdown of the extent of the grant to the minority stakeholders.

Table: BWS Profits and Dividends Paid

Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Profit	$ 8,034	$ 3,256	$ 5,736	$ 4,587	$ 4,633	$ 2,943
Total Dividend Declared	$ 761.0	$ 507.6	$ 508.0	$ 509.5	$ 509.7	$ 511.8
Divident % of Original Shares	0.85%	0.85%	0.85%	0.85%	0.85%	0.85%
Minority Divident Paid %	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

It is not certain, and therefore not assumed, that the continued granting of dividends to minority shareholders will continue. Of concern is the fact that the Company has been unable to meet its commitments without the assistance from its majority shareholder – the Government of Belize.

3.1.4 Customer Considerations

Customers' concerns are of primary concern to this utility. Customers have repeatedly and vociferously indicated that they demand high service levels but at affordable prices. Customer issues and concerns are key drivers for the Business Plan and are embodied in subsequent sections of this report.

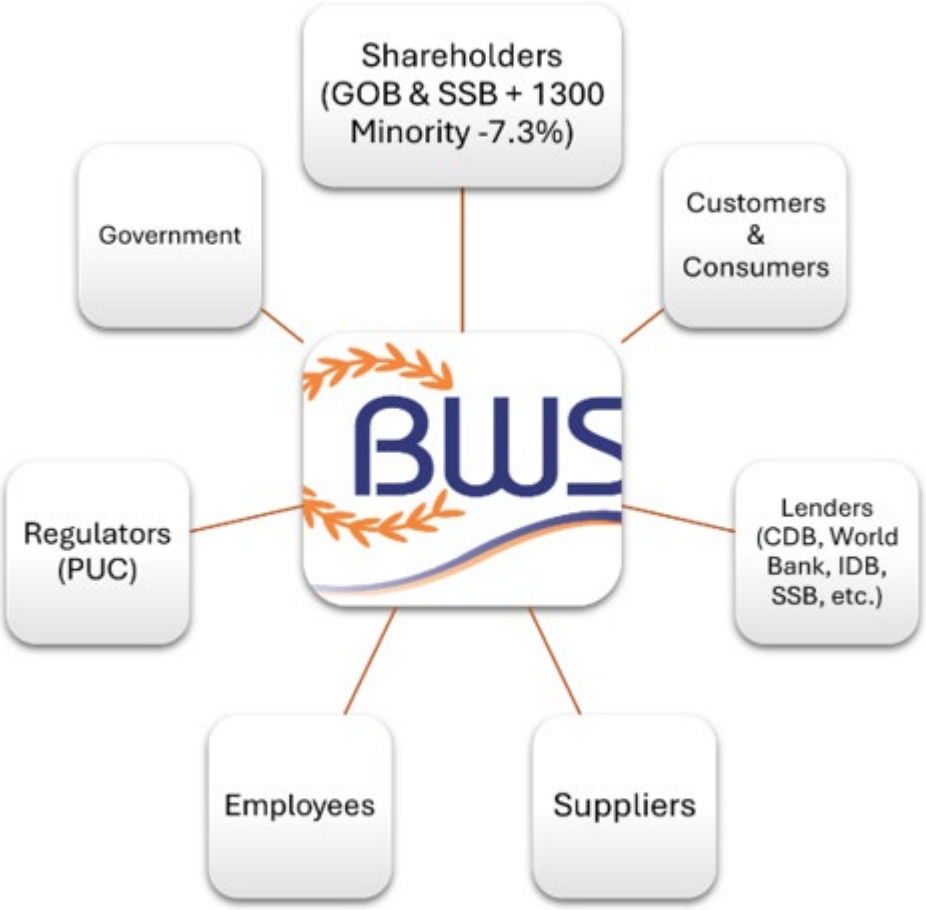
It is worth noting though that BWS has endeavoured, as much as possible, to meet reasonable demands and requirements of customers, given the constraints described within this document.

3.1.5 Other Stakeholders Considerations

BWS, as a critical utility providing a product/service that is essential for human existence, has several other stakeholders as shown in the diagram below. During this FFBP period, water discolouration caused by iron and manganese in the San Ignacio/Santa Elena water system, the media and the public have been highlighting some of the concerns of consumers, and of the public, in general.

However, other key stakeholders, including the Lending Institutions, Suppliers, and Employees, also have concerns to ensure that the company is financially viable and able to meet its commitments and obligations to them into the foreseeable future.

Chart: BWS Key stakeholders

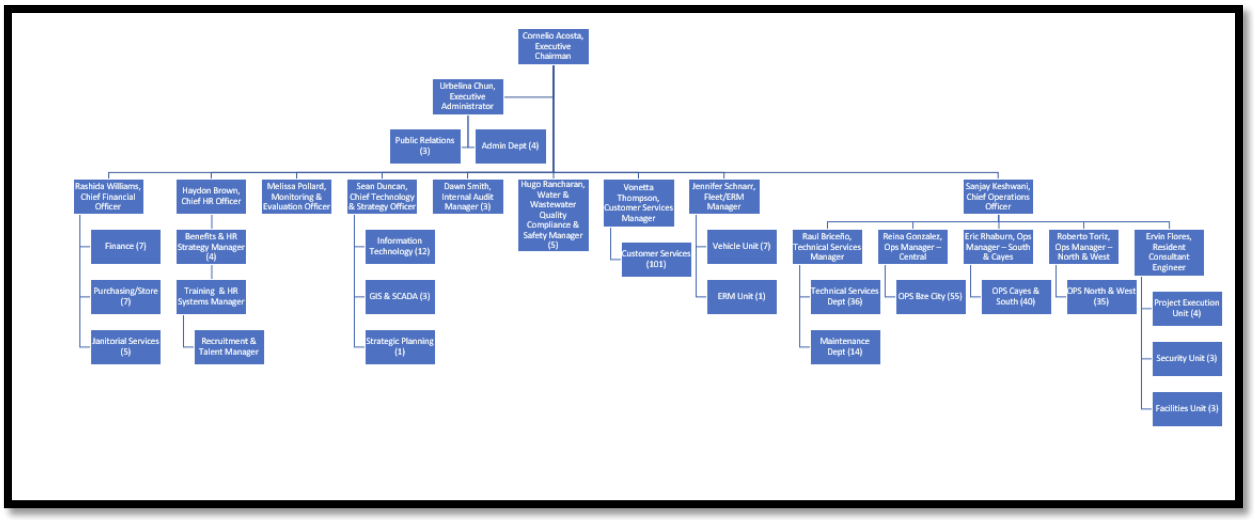


3.2 Organisational Analysis

3.2.1 Organisational Structure

The Company currently has a top-level organisational structure as per the diagram below. The permanent staff count of each department is included as a number in parentheses. Below each departmental manager are varying levels of junior managers, technicians, supervisors, foremen or senior clerks, and line workers or clerks. The current total full-time staff complement is 257.

Chart - Top Level Organisation Chart of BWS



The Operations and Customer Services departments have staff in each of the nine branch offices (see section below). All other departments are based at headquarters in Belize City.

3.2.2 Operational Locations

BWS operates nine (9) offices, thirteen (13) water distribution systems and three (3) sewerage systems dispersed across the country of Belize. BWS is directly responsible for the water production in all of the thirteen water system

Map of BWS Service Areas

The table below provides a summary of key features by service location.

Table - BWS Service Areas – Customers, and type of Water Treatment

Service Area	Number of Water Connections	Number of Sewerage Connections	Type of Water Extraction
Belize City	23,865	8,198	River intake
Caye Caulker	985	-	Reverse Osmosis
Hattieville*	844	-	Well
Corozal	5,788	-	Well
Orange Walk	5,981	-	Well
Belmopan	8,929	2,282	River & Well
San Ignacio	6,884	-	Well
Benque Viejo*	2,779	-	Well
Dangriga	3,482	-	River & Well
Placencia & Seine Beight	1,562		Well
Punta Gorda *Including Eldridge/Forest Home**	2,477	-	Well
San Pedro	4,590	1,210	Reverse Osmosis
Total (March 31, 2025)	**67,850**	**11,690**	
The water system now includes additional villages including Placencia and Seine Bight, Sarawee etc.			

**Hattieville, Benque Viejo, and Eldridge/Forest Home are small service areas, and do not have BWS offices. These areas are serviced by Belize City, San Ignacio, and Punta Gorda respectively, with a collection agent employed at each location to facilitate bill payments.*

3.3 Services

As shown above, BWS continues to expand its operations since it now owns and operates eighteen disparate water production and thirteen distribution systems as well as three sewage collection and treatment systems. These systems deliver water services along over 1030 miles of mains to over 67,850 customers and sewerage services along 82 miles of mains to over 11,690 of these customers. Excluding the Government accounts, which are inclusive of schools and other public facilities, BWS supplies water to approximately 67,850 residences thereby providing potable water into the homes of some 305,325 people, or about two-thirds of the population of Belize.

BWS provides the following services to customers and consumers:

- Piped potable water (tap water) in all service areas
- Sewerage disposal and treatment in three service areas
- Quality Monitoring – a dedicated laboratory performs frequent periodic checks for quality and investigates any potential threats.
- Other related services – these include connections, disconnections, leak checks, and leak and fault repair.

3.4 Achievements/Accomplishments

BWS has achieved some significant accomplishments during the fourth FFBP period with regard to improving cost control, efficiency and service despite cash constraints posed by Covid-19 Pandemic. These include:

- Water loss (NRW) reduced below 25%
- Water system expansions countrywide including 73 miles of water distribution mains and 7,459 service connections
- Replacement of over 20 miles of aged water mains, and other aged assets, including reservoirs, water treatment plant buildings and equipment
- Converted Diesel Driven Reverse Osmosis Plant to Electricity Operated Plant in San Pedro
- Doubled production capacity of San Pedro, Caye Caulker, Placencia Peninsula, San Ignacio/Santa Elena and Benque Viejo Del Carmen.
- Installed Backup electricity supply, duty and standby pumps and chlorination units, countrywide
- Built and Commissioned several storage tanks countrywide
- An upgraded Job Tracking System to state of art bowser based utility billing software to monitor and track customer complaints and, to monitor BWS responsiveness.
- Restored high collection efficiency ratios from 52% during Covid-19 Pandemic to (99%+) presently.
- Streamlined meter reading routes for more efficient reading and bill delivery systems
- SMS Text messaging utilised to provide customers with bill reminders, shut-off notices and interruption notices, plus electronic bill copies e-mailed to customers

- Upgrade Human Resource Management System to facilitate management of staff related activity and benefits system and to improve HR business functions.
- Partnering with international water utilities to incorporate industry best practices
- Proactive partnering with Government and private developers to expand the water distribution networks
- Increased training sessions for staff and management to improve efficiency and productivity.
- Automating many of its processes to maximize efficiency. Two servers were purchased to use for the automation of database reports. An analysis revealed that many reports are being compiled manually which takes up time and resources. With automation, BWS staff will be able to concentrate more on accuracy, speed and customer satisfaction.
- BWS proceeded to develop the Shareholders Management System inhouse instead of outsourcing it. This worked out well and we can now make whatever modification is required from the admin team. The Shareholders Management System is now in production and in use.
- An exercise to remove the SCADA network from the LAN was also conducted for security purposes. The SCADA system is still behind a firewall but on its own VLAN.
- With the introduction of the 24/7 SCADA monitoring room at the Double Run Water Treatment Plant (DRWTP) , BWS can now address issues as they occur and not need to wait until a customer complaint happens.
- A successful renegotiated of the terms of the GIS agreement with ESRI resulted in the inclusion of the Geo Event Server that was the missing link to have updatable GIS Maps available on our Elements Solution. This new solution will allow for the GIS coordinates to be maintained via Elements instead of the need to use ARCGIS interfaces. With some training to our CSRs and other involved staff, BWS will be able to keep the GIS data updated in real-time. This is a significant milestone as the GIS data was being outdated as customers moved around.
- The GIS data collection for the Water Network has been completed. The next step is to update the transmission network with the various sizes of pipes and fittings which is approximately 95% completed.
- The gather of data for the sewer network is also ongoing and is progressing well.

3.5 SWOT Analysis

The following analysis captures the key strengths and weaknesses within the company and describes the opportunities and threats facing BWS as it attempts to achieve its vision and goals.

	Enablers	Pains
Internal	**Strengths**	**Weaknesses**
	1. Relatively large & recognized company within the country 2. Established customer base and Guaranteed market (Regulated Monopoly) 3. Qualified, committed and dynamic Management and Staff 4. Commitment and support of Board of Directors, Government and Shareholders 5. Collaborative relationship and support of the Workers' Union 6. Focus on efficiency, including an effective NRW reduction strategy 7. Reliable Services and Good Quality Product 8. Production Capacity supports future growth 9. Functional Systems, Procedures and Processes	1. Revenue and Cash Flow constraints 2. Insufficient infrastructure, especially Sewer 3. Some Employees' low ethical standards, negative attitudes and lack of focus 4. Weak corporate brand and image 5. Relatively little Marketing and Public Relations experience 6. Constrained by Regulatory Environment 7. Constrained by Socio-Political considerations 8. Lack of proper implementation of, and adherence to, Policies and Procedures 9. Not Enough Skilled Personnel 10. Insufficient Planning 11. Poor Communication 12. Outdated and/or insufficient Equipment
External	**Opportunities**	**Threats**
	1. Population and Housing growth 2. Economic development in Tourism, Industry and Commerce 3. Government's commitment to expand potable water services can open new service areas 4. Increased demand for bottled water 5. Demand for Sewerage facilities increasing due to environmental consciousness 6. Demand for untreated water for agricultural purpose 7. Demand for other water-related services 8. Increasing failure of, and dissatisfaction with, Rural Water Systems 9. Regional demand for NRW Expertise 10. Ever improving Information and Communication Technology [ICT] 11. Globalization	1. Loss of skilled and experienced employees 2. Customers' and prospects' use of other sources 3. Customers' and prospects' negative perception 4. Regulatory framework imposition or unfavorable changes 5. Water Theft/Illegal Connections 6. Vandalism/Theft of company assets 7. Contamination of water sources/supplies 8. Possible depletion or damage to water sources 9. Unwillingness/Inability of customers to pay for true cost of services 10. Dependence on third party suppliers 11. Natural Disasters 12. Economic Downturn 13. Unregulated Plumbing Practices 14. Improper land developmental planning

4 BWS Activities and Issues during 4th FFBP

4.1 Overview

During the Fourth Full Tariff Period (2020–2024), Belize Water Services (BWS) has faced a range of significant challenges across operational, commercial, and financial areas. These challenges have impacted both service delivery and the company's financial sustainability.

- **Operational and Financial Challenges**

  Key operational pressures have included:

  - Increasing requirements for water production and treatment.
  - Compliance with improved sewerage effluent quality standards.

On the financial front, BWS has struggled with:

- Debt servicing obligations made more difficult by the simultaneous need to undertake multiple critical investment projects.
- Inadequate cash flows, which have constrained the company's ability to meet both operational demands and infrastructure upgrade needs.

- **Commercial Initiatives and Regulatory Constraints**

  In response, BWS has implemented several initiatives aimed at improving customer satisfaction and enhancing efficiency. These include:

  - Requiring **Developer Contributions** for system expansions.
  - Introducing more stringent controls on **customer delinquency** and **water theft**.
  - Contributing towards expansion of first 100 foot for residential customer. It is worth mentioning that this cost has increased from $5,000 to $6,000 to mainland customers and $10,000 for the islands.

  While some of these measures have been unpopular, they have been essential for the financial survival of the company and are intended to establish a stronger commercial foundation for the future.

  However, **several commercial issues persist**, particularly those governed by existing regulations. These include limitations around:

  - The company's **Connections Policy**.
  - The ability to effectively address **illegal connections**.

  As such, BWS is proposing **regulatory amendments** to better support the company's operational needs. These proposed changes are detailed in **Appendix III**.

- **Aging Infrastructure and Investment Requirements**

  A long-standing issue for BWS is the **poor and deteriorating condition** of many existing assets. This challenge has been compounded by limited cash availability, restricting the company's ability to carry out essential maintenance and repairs.

  This situation, present since the first Transitional Business Plan (2001–2004), has persisted over two decades due to constrained capital expenditure. As a result, a significant volume of **capital works** is now urgently required to address the degradation of key infrastructure components.

  Critical assets affected include:

  - Underground systems, such as:
    - The Belmopan Sewer System.
    - Water distribution networks in Corozal, Belmopan, and Punta Gorda
  - Above-ground infrastructure, including:
    - Water Treatment Plants.
    - Sewer Treatment Plants.
    - Storage reservoirs.
    - Sewer pumping stations.
    - An aging fleet of vehicles.

  Addressing these issues will require substantial investment in asset replacement and refurbishment. Such action is essential to uphold service standards and prevent escalating operational costs in the future.

- **Looking Ahead**

  The remainder of this section outlines specific issues and developments that occurred throughout the Fourth Tariff Period. These details inform the rationale for the strategies and proposals presented in the subsequent sections of this report.

  Some of the insights and supporting information have been drawn from the **independent Tariff Review Report** prepared by **Moore** in **October 2024**.

4.2 Macroeconomic Factors Analysis

4.2.1 Inflation

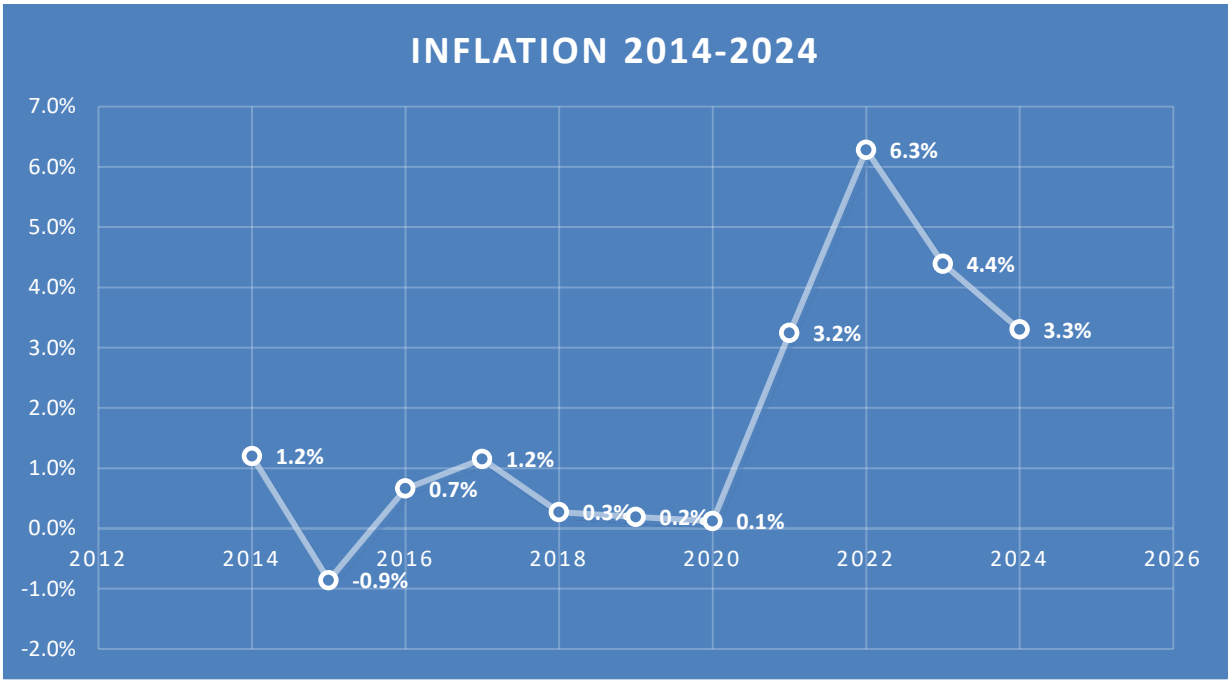
Between **2014 and 2020**, Belize experienced **low and stable inflation**, including a brief period of **deflation in 2015**, reflecting a period of relative **price stability** and prudent macroeconomic management.

However, beginning in **2021**, inflationary pressures began to rise sharply, driven primarily by **external global shocks**, including:

- The **COVID-19 pandemic** and its lingering economic effects,
- The **Russia–Ukraine war**,
- Shortage of resources and increase in demand created by other sectors, and
- A widespread **global energy crisis**.

These factors culminated in inflation peaking at **6.3% in 2022**. By **2023**, inflation decelerated to **4.4% and 3.3% in year 2024 respectively**, signalling some easing of price pressures, though it remained **above pre-pandemic norms**.

Over the entire period from **2014 to 2024**, **cumulative inflation** reached **19.9%**, marking a significant and sustained increase in the general price level. This cumulative impact highlights the **growing pressure on household incomes and operational costs** and reinforces the need for a **proportional adjustment in the pricing of goods and services** to preserve **economic balance and sustainability**.

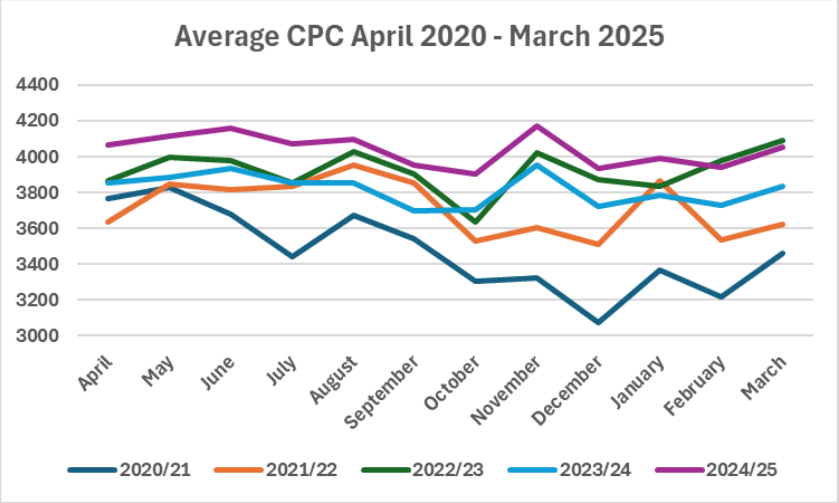


4.2.2 Customer Connections, Consumptions and Behaviour Patterns

The consumption patterns of BWS's customer base exhibit strong seasonality, primarily influenced by the annual rainy and dry seasons. During the rainy months, water consumption tends to decline significantly, as many customers rely on rainwater harvesting or private wells. In these periods, BWS-supplied water is often either supplemented or entirely substituted, leading to a noticeable drop in demand.

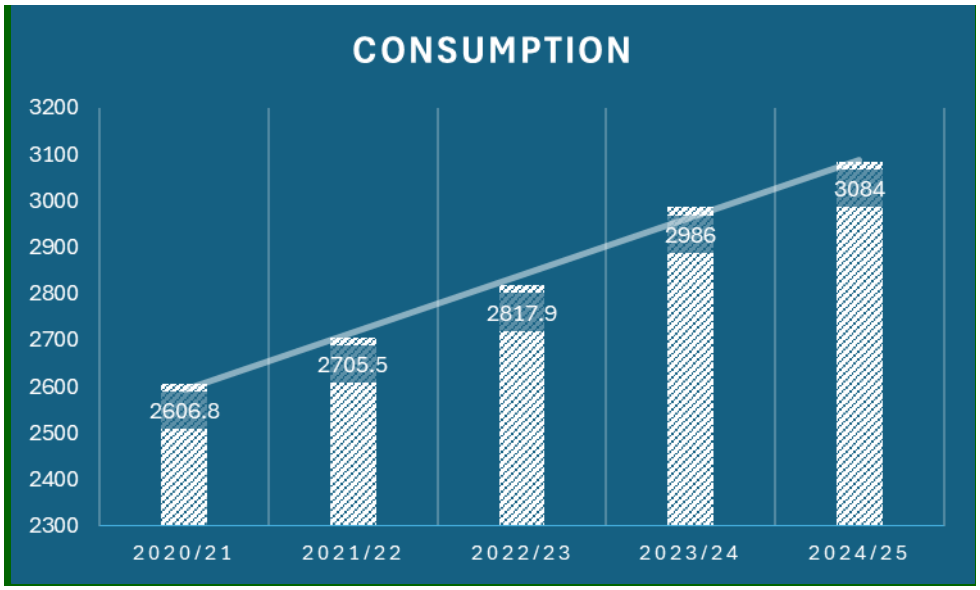
This seasonal behaviour results in month-to-month fluctuations in consumption levels—sometimes as much as 15%—which directly affects the company's revenue stability. The variability in rainfall patterns and the timing and intensity of wet and dry seasons therefore introduce an added layer of uncertainty in revenue forecasting and financial planning. Of even more concern is the fact that the consumption ratios per connection are extremely low relative to other developing and developed countries.

The Chart below highlights both the seasonality and the trend of average CPC.

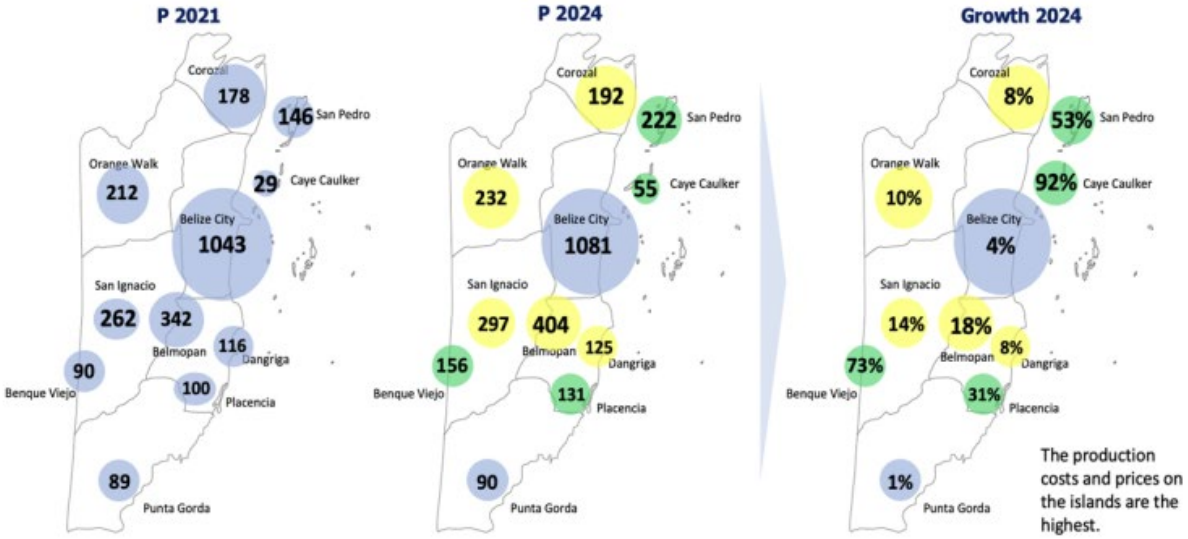


Over the past five years, total water consumption has increased by 18%, with the most significant contributor being a 71% surge in non-residential customer usage. This sharp rise reflects growing demand for water services across the commercial, industrial, and institutional sectors.

The accelerated growth among non-residential users underscores the evolving nature of BWS's customer base and highlights the need for strategic infrastructure planning, enhanced resource management, and targeted investment to ensure the company can reliably meet the increasing consumption demands of these sectors.



The 18% increase in water consumption, amounting to an additional 477 million gallons, has primarily occurred outside the central region of Belize, with 90% of the growth concentrated in these areas. The islands of Caye Caulker and San Pedro, along with the town of Benque (Viejo) and Placencia village, have experienced the most significant increases. This growth highlights the rising demand for water services in tourism-driven and developing regions, underscoring the need for strategic infrastructure investments and resource management in these expanding areas to accommodate future consumption trends.



The company has been highly active in expanding its customer base by partnering with the Government and private developers to extend water infrastructure across Belize. Additionally, BWS has initiated collaboration with other utility companies to enhance planning and development efforts through the open sharing of relevant data on expansion areas. These concerted efforts have resulted in an increase in active customer connections, reaching 67,850 as of March 2025.

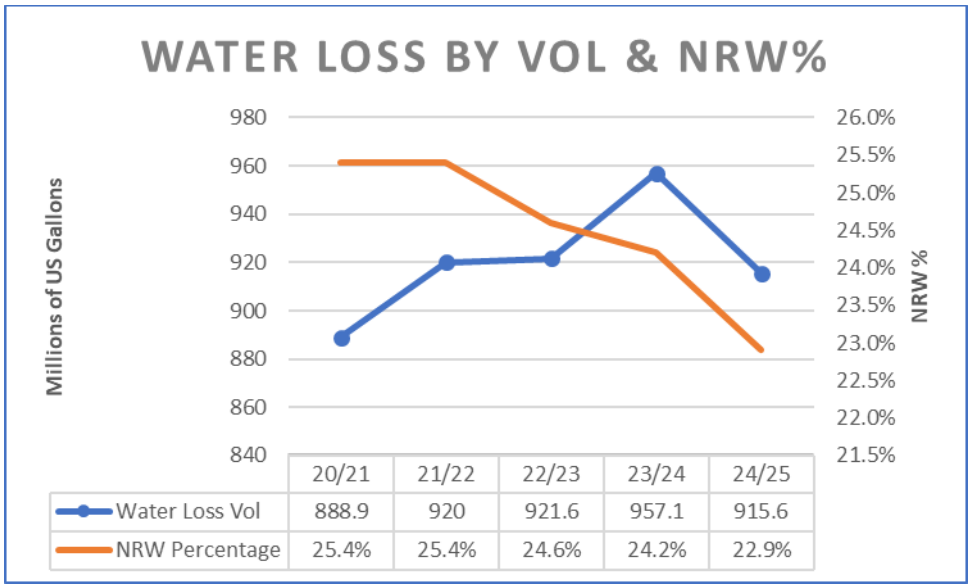
Despite this growth, the company continues to face challenges from a high incidence of water theft through illegal connections, which adversely impacts revenue and escalates operational costs due to the need for intensified monitoring and enforcement. The number of disconnected customers remains elevated, as many only settle their accounts once disconnected. This group often triggers additional company resources to conduct checks for illegal connections or account transfers, frequently leaving behind bad debts or write-offs that further increase overall costs. Bailiffs and collectors face persistent difficulties in locating these evasive customers, who often become untraceable after disconnection.

In response to these challenges, the company remains vigilant by implementing new and improved procedures aimed at ensuring the proper identification of all new customers. The enforcement of the regulated policy on security deposits, including the application of extra deposits for higher-risk customers, serves as a key risk mitigation tool to protect the company's financial health.

4.2.3 Water Loss

BWS has set a target to maintain water loss below 25%. However, four cities are currently not meeting this target, posing a significant challenge to efficient water management. These cities require focused efforts to identify and address the root causes of water loss, such as aging infrastructure, leaks, and unauthorized consumption, to meet the company's goals and improve overall system performance.

Actual (Mil Gals)	P March 2025	C March 2025	Loss	%Loss
Belize	1517	1139	378	24.9%
Corozal	271	200	71	26.2%
Orangewalk	299	243.5	55.5	18.6%
Belmopan	595	418	177	29.7%
SI,SE & BV	498	416.5	81.5	16.4%
Dangriga	167	124	43	25.7%
PG and FH	128	91	37	28.9%
San Pedro	289	246	43	14.9%
Caye Caulker	68	64	4	5.9%
Placencia	166	141	25	15.1%
	3998	3083	915	22.9%



The primary causes of water loss can be attributed to several factors:

1. Leaks in the Distribution Network: Aging or damaged infrastructure, such as underground pipes, connections, and valves, is a major source of water loss. These leaks often go undetected, leading to significant wastage over time.

2. Water Theft: Unauthorized use or theft of water through illegal connections is another contributor. These illicit connections bypass the system, leading to unaccounted-for water consumption.

3. Metering Errors: Faulty or inaccurate water meters can result in an underestimation of the actual water supplied. This discrepancy between the water produced and the water billed can significantly impact revenue and obscure the extent of water loss.

4. Breakdowns or Collapses in the System: Structural issues in the distribution network, such as pipe breaks or system collapses, can lead to sudden and large-scale water loss, further complicating efforts to control NRW (Non-Revenue Water).

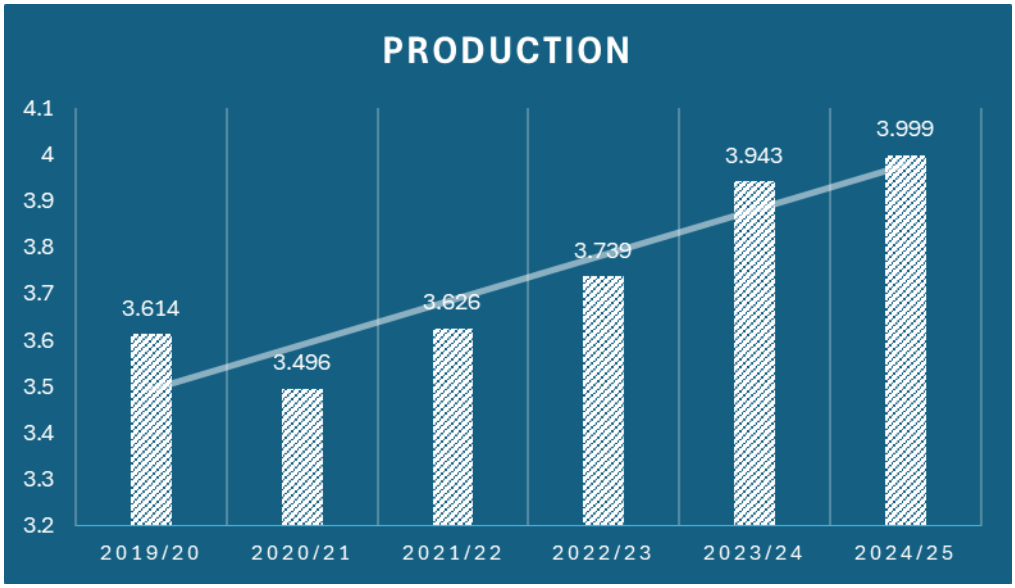
5. Inadequate Maintenance: Insufficient preventive maintenance or delayed repairs within the distribution system can exacerbate existing issues. Regular upkeep and timely intervention are critical to preventing small problems from escalating into significant water losses.

Addressing these factors will require targeted investments in infrastructure upgrades, more accurate monitoring systems, and enhanced enforcement measures to curb unauthorized water use. By focusing on these areas, BWS can make progress toward reducing water loss and improving overall system efficiency.

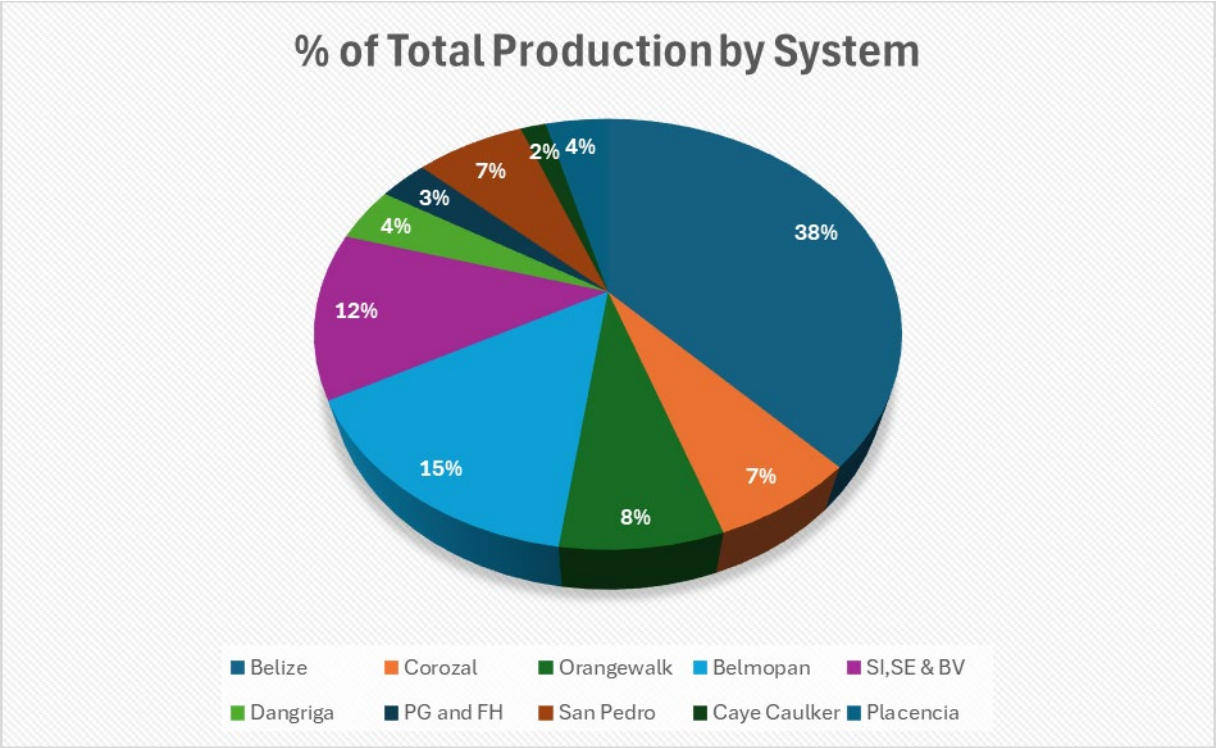
4.2.4 Water Production

Water production has experienced consistent growth over the past five years, reflecting the increasing demand for water services and the company's capacity to meet this demand. From 2021 to 2025, overall production rose by 13%, with a particularly notable increase of 5% between 2023 and 2024, marking the largest single-year growth in the last five reporting periods. This surge indicates both the growing consumption, and the expanding infrastructure required to meet the rising needs.

A significant portion of this production is concentrated in key areas, with Belize City contributing the largest share at 38%, followed by Belmopan at 14%, San Ignacio at 12%, San Padro 7%, Orange Walk and Corozal at 7%. These six systems together represent 87% of total water production, underscoring their critical role in driving the overall supply. The concentration of production in these regions highlights the importance of continued investment in infrastructure and resources to sustain growth and ensure reliable water services in high-demand areas.



As demand continues to rise, particularly in urban centres, it will be essential to balance this growth with measures to manage water resources efficiently, reduce Non-Revenue Water (NRW), and promote conservation efforts among consumers.

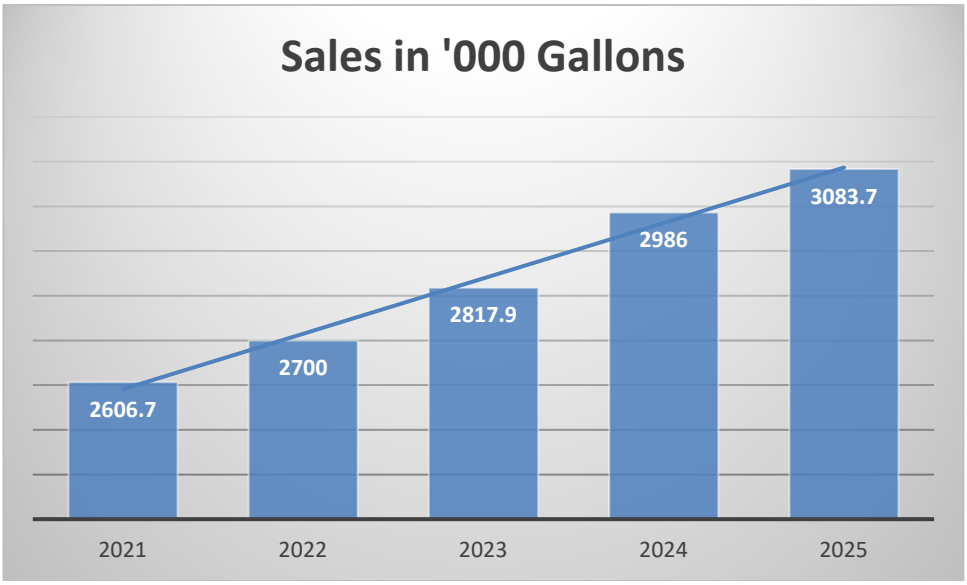


Out of the 10 water production sites, 5 have experienced growth of over 10%, reflecting significant expansion in these key areas. This robust growth indicates increasing demand and the effectiveness of the infrastructure in those locations. However, only two of the sites did not show any significant growth during this period, highlighting potential areas for review and improvement. The contrast in performance across these sites suggests that while overall production is rising, there may be site-specific factors—such as operational challenges or lower demand—that need to be addressed to ensure balanced growth across all locations.

Actual (Mil Gals)	P2021	P2022	P2023	P2024	P2025
Belize	1487	1482	1510	1570	1517
Corozal	268	262	259	266	271
Orangewalk	259	272	273	283	299
Belmopan	432	487	502	557	595
SI,SE & BV	454	436	445	492	498
Dangriga	151	162	163	162	167
PG and FH	123	126	134	124	128
San Pedro	174	218	250	276	289
Caye Caulker	30	42	54	60	68
Placencia	118	140	149	153	166
	3496	3626	3739	3943	3999

4.2.5 Sales

With the increase in consumption, total sales have grown by 20% over the past five years, primarily driven by a substantial 33% rise in non-residential sales. This surge in non-residential demand has been the key driver of overall revenue growth, reflecting the expanding water needs of commercial, industrial, and tourism sectors. The growth in non-residential sales highlights the evolving customer base and reinforces the importance of ensuring the company's infrastructure can support both current and future demand.



Non-residential sales have surged from $17 million to $23 million over the past five years, representing a remarkable 33% growth. By 2025, these non-residential sales account for 40% of total sales, a significant increase that highlights the growing importance of commercial and industrial customers in the overall revenue mix. This shift underscores the need for BWS to continue investing in infrastructure and service delivery to meet the evolving demands of this critical sector while balancing the needs of residential customers.

4.2.6 Sewer Services

Sewage services are offered in San Pedro , Belmopan and Belize City as a comprehensive utility offering. This integrated service in these key areas ensures that residents have access to both essential utilities, supporting better public health and environmental outcomes.

DISTRICT	CONTRACTOR	TRIP DISCHARGE IN		
		2021	2022	Total
BELMOPAN	BELMOPAN SEPTIC SERVICE	246	297	543
	BELMOPAN CITY COUNCIL	198	167	365
BELIZE	A'S DISPOSAL	130	167	297
	SUTHERLAND SEPTIC SERVICE	115	181	296
SAN PEDRO	MIGUEL BRICENO	35	24	59
	JULIO AGUILAR	21	29	50
	KRIS MEDRANO	23	29	52

Several providers utilize the water treatment system free of charge to process wastewater from properties that are not connected to BWS's sewage system. During the 2021-2022 period, the following quantities of wastewater were discharged by each provider. This practice presents a potential challenge for resource management, as untreated or unregulated discharge could impact both the efficiency of the system, and the costs associated with wastewater treatment.

DISTRICT	CONTRACTOR	TOTAL TRIP DISCHARGE IN	VOLUME PER DISCHARGE (gals)	TOTAL VOLUME DISCHARGE	AVERAGE VOLUME DISCHARGE PER YEAR
BELMOPAN	BELMOPAN SEPTIC SERVICE	543	1 500	814 500	407 250
	BELMOPAN CITY COUNCIL	365	2 000	730 000	365 000
BELIZE	A'S DISPOSAL	297	2 000	594 000	297 000
	SUTHERLAND Sseptic SERVICE	296	3 000	888 000	444 000
SAN PEDRO	MIGUEL BRICENO	59	300	17 700	8 850
	JULIO AGUILAR	50	1 200	60 000	30 000
	KRIS MEDRANO	52	1 200	62 400	31 200
Volume per discharge is assumed based on 100% capacity of truck size					1 583 300

An average of 1,583,300 gallons of wastewater per year was received in BWS's treatment lagoons during the 2021-2022 period.

In areas serviced by pipelines, water rates include an additional service fee for every 1,000 gallons consumed. This surcharge is specifically allocated for the maintenance of sewer collection lines and treatment lagoons, ensuring that the infrastructure remains functional and efficient. The additional fee plays a crucial role in covering the costs of upkeep and repairs, which are essential for sustaining the quality and reliability of wastewater treatment services.

By implementing a fee structure for wastewater discharge into BWS treatment lagoons, the company could ensure that all users contribute fairly to the upkeep of the infrastructure. This fee could be based on the volume of wastewater discharged, like the additional service fee already applied in pipeline-serviced areas. Additionally, it would encourage providers to manage their wastewater more efficiently, potentially reducing the volume of untreated water entering the system.

This new revenue stream could be reinvested in expanding and upgrading wastewater treatment facilities, ensuring they can handle growing demand as non-residential and residential sectors continue to expand. Moreover, it would promote fairness, ensuring that users benefiting from the treatment services, even those not connected to the formal sewage system, share the financial responsibility for maintaining the system.

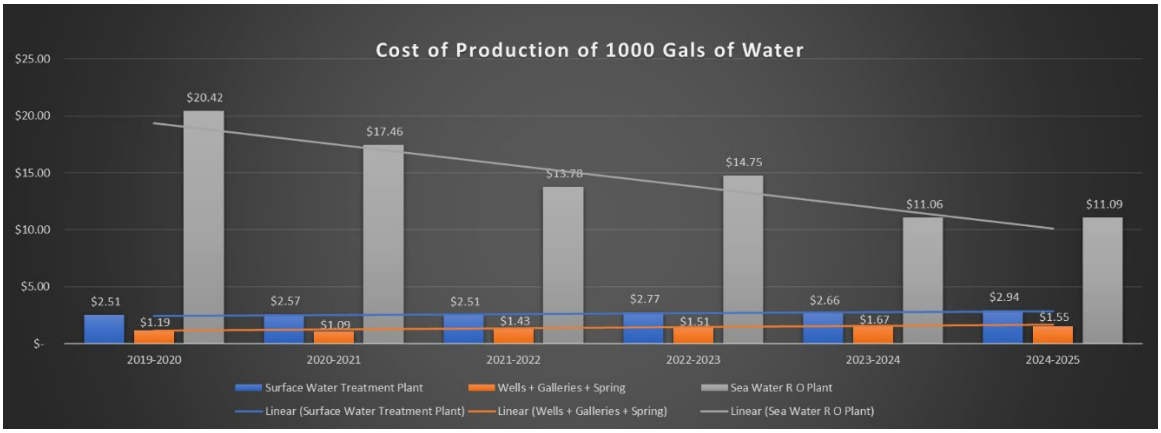
Overall, charging for wastewater treatment services represents a strategic opportunity for BWS to enhance its financial sustainability, improve infrastructure, and ensure long-term operational efficiency.

4.3 Cost Analysis

The cost analysis of BWS (Belize Water Services) is crucial for understanding the company's financial structure and ensuring long-term operational sustainability. A detailed analysis allows for the identification of key areas where the highest costs are generated, the evaluation of operational efficiency, and strategic decision-making to improve profitability. Below are the most important components of the BWS cost analysis:

4.3.1 Cost of Production

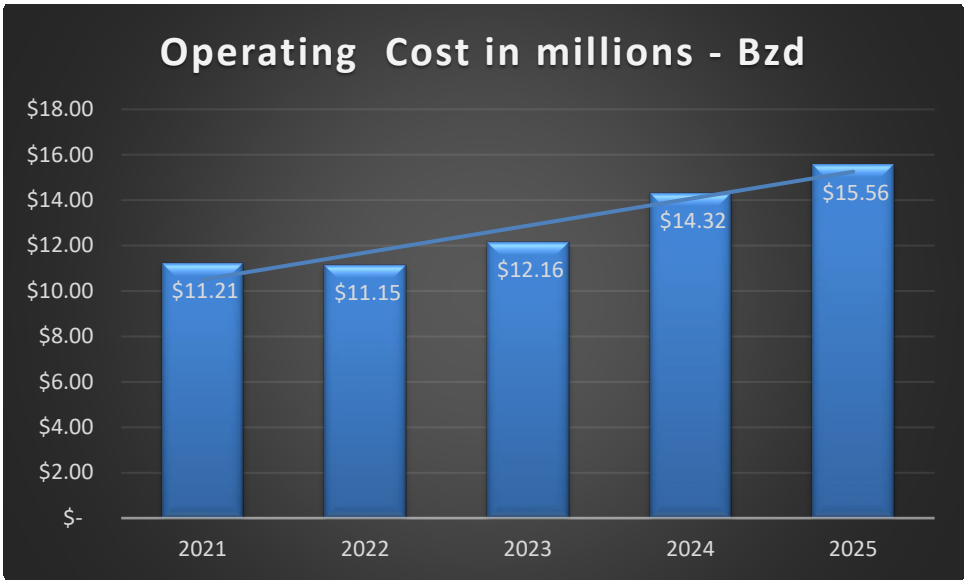
Average cost per thousand gallons of water produced has increased by 12% especially for surface water treatment plants and well water system. These increases reflect several contributing factors that have led to higher operational expenses.



The 12% rise in production costs is driven by factors such as higher energy prices, increased maintenance for aging infrastructure, and the rising costs of sourcing materials and repair parts from outside Belize. Importing these essential components incurs higher transportation, customs, and handling fees, which are further exacerbated by inflation and currency fluctuations in global markets.

Additionally, inflation has directly impacted the cost of goods and services, including labour, and fuel, further driving up operational expenses across the board. On the consumption side, the 6% increase reflects the added costs of maintaining and expanding the distribution

system, addressing issues such as leaks, Non-Revenue Water (NRW), and the resources required to ensure consistent service delivery. Inflation also affects day-to-day operating expenses, as BWS must absorb the rising costs of materials needed for repairs and maintenance.

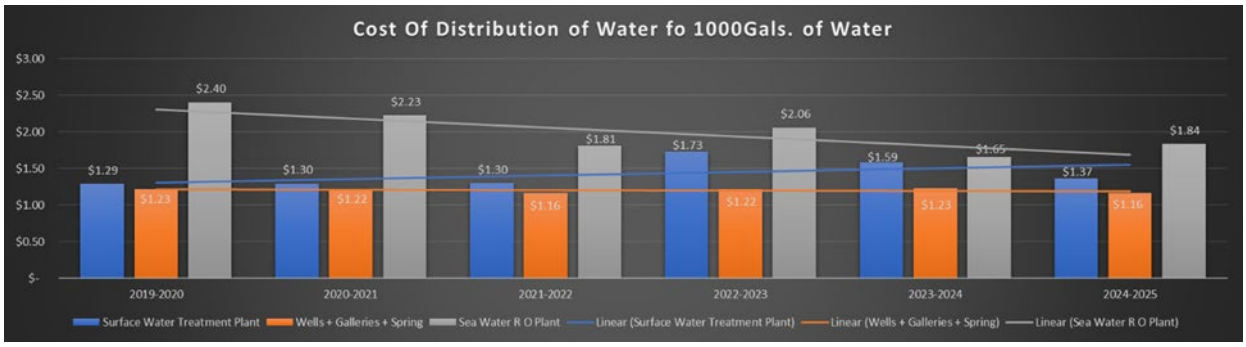


These cost pressures underscore the importance of improving efficiency across the entire supply chain, from water production and treatment to distribution and consumption. As BWS faces rising costs due to inflation, imported materials, and growing operational demands, the company must continue to invest in infrastructure while ensuring water remains affordable for its customers.

4.3.2 Cost of Distribution

The costs directly associated with water production have increased by 12% over the six years, driven by both rising variable and fixed costs. Variable costs, such as energy consumption, chemical treatments, and labour expenses, have surged due to higher fuel prices, inflation, and the increased demand for maintenance and operations. Additionally, sourcing essential materials and repair parts outside Belize has further inflated variable costs due to increased transportation and import fees.

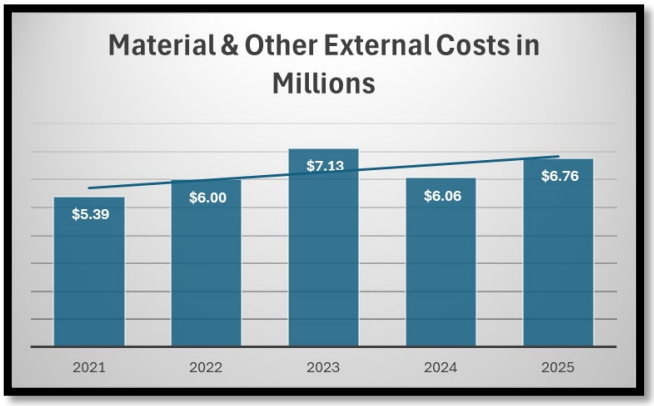
On the fixed cost side, the need for ongoing investment in infrastructure, such as upgrading water treatment facilities and expanding distribution networks, has added to the financial burden. Fixed costs, including maintenance of aging infrastructure, debt servicing for capital investments, and regulatory compliance, have steadily risen. Inflation has also affected long-term contracts and capital expenditure, contributing to the overall increase in fixed costs.



This 12% rise in Production and 6% rise in distribution costs reflects a combination of these increasing variable and fixed expenses, underscoring the financial challenges in sustaining efficient water production & distribution while balancing affordability for consumers.

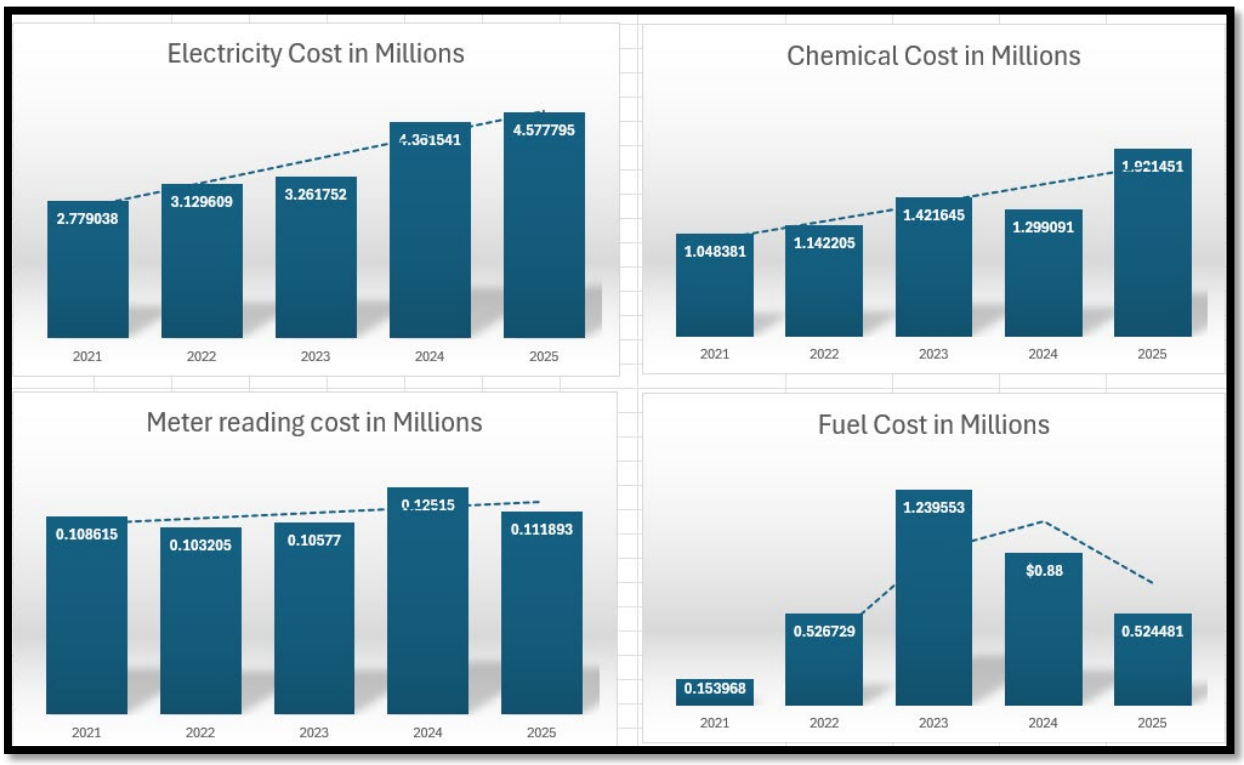
4.3.3 Direct Cost

In the 2024 period, the upward cost trend observed in 2023 was successfully reversed by 15%, resulting in total savings of $1,067,409. The primary source of these savings came from the strategic shift from fuel to electricity, which significantly reduced operational costs. This transition allowed BWS to lower fuel consumption expenses, especially in water pumping and treatment processes, as electricity proved to be a more cost-efficient energy source. The shift not only mitigated the impact of rising fuel prices but also enhanced long-term sustainability by reducing the company's reliance on volatile fuel markets.



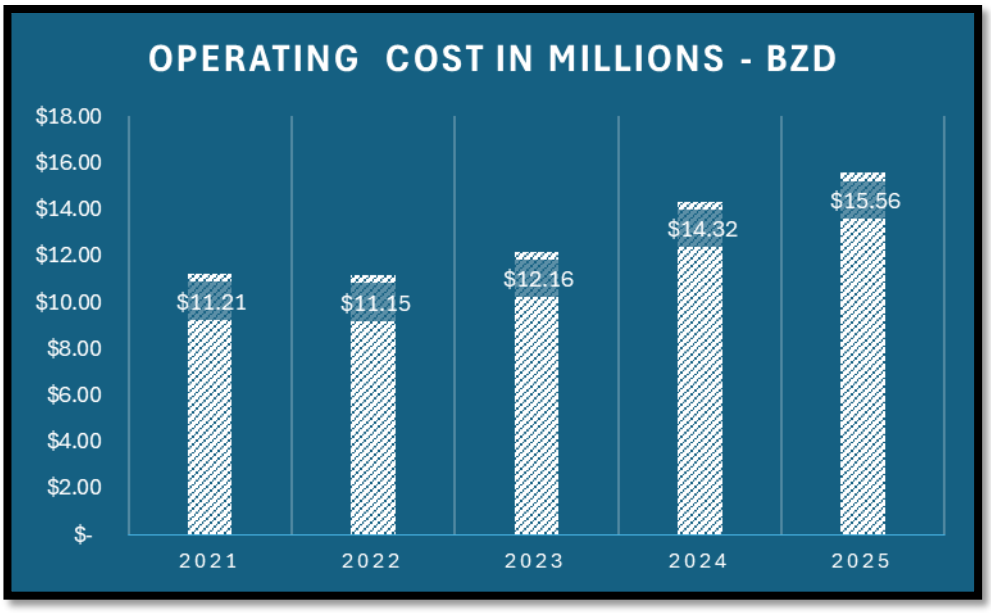
The main components of the cost structure in 2025 show varying trends. Energy costs have increased by 65%, reflecting higher electricity consumption due to the shift from fuel-powered operations. On the other hand, fuel costs have decreased significantly by 57%, driven by this strategic move toward electricity, resulting in substantial savings.

Meanwhile, chemical costs have risen by 83%, due to higher prices for water treatment chemicals and the increased demand for maintaining water quality standards. Meter reading costs have remained stable, indicating efficiency in managing this aspect of operations without additional expenses.

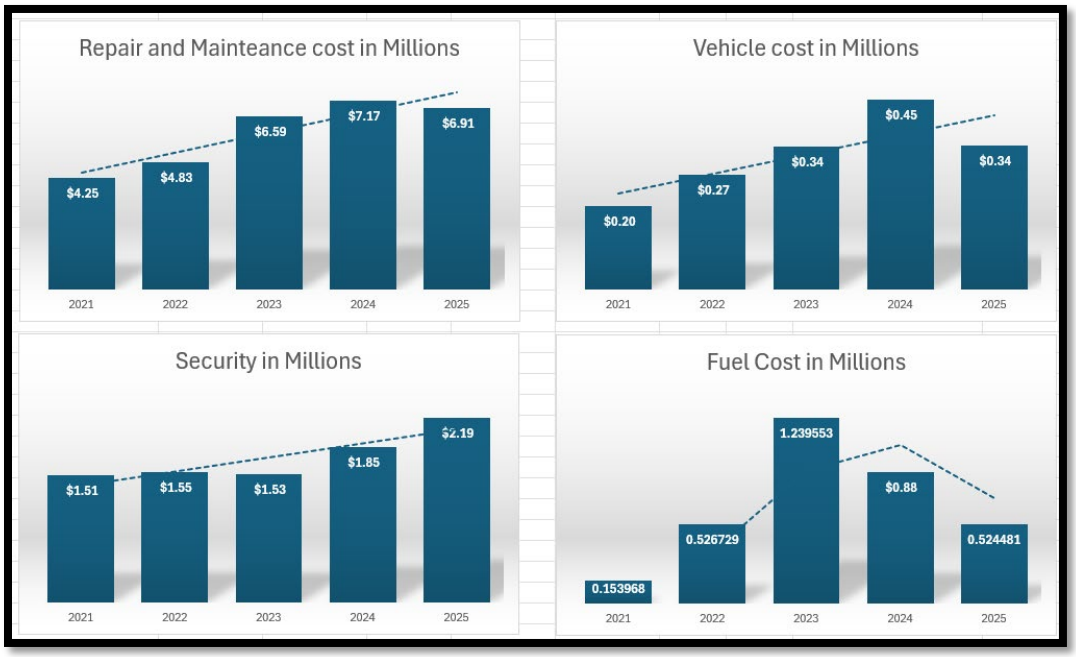


4.3.4 Operation Cost

Operating costs have risen by 39% over five years, primarily driven by the increased complexity of operations. A significant portion of this increase is due to the deteriorating condition of equipment, leading to higher repair and maintenance costs. Additionally, the increased use of vehicles for transportation—whether for delivering materials, supporting field operations, or maintaining infrastructure—has further contributed to the rise in operating expenses. These factors underscore the growing operational challenges BWS faces as it works to maintain service quality while managing aging assets and expanding its reach.

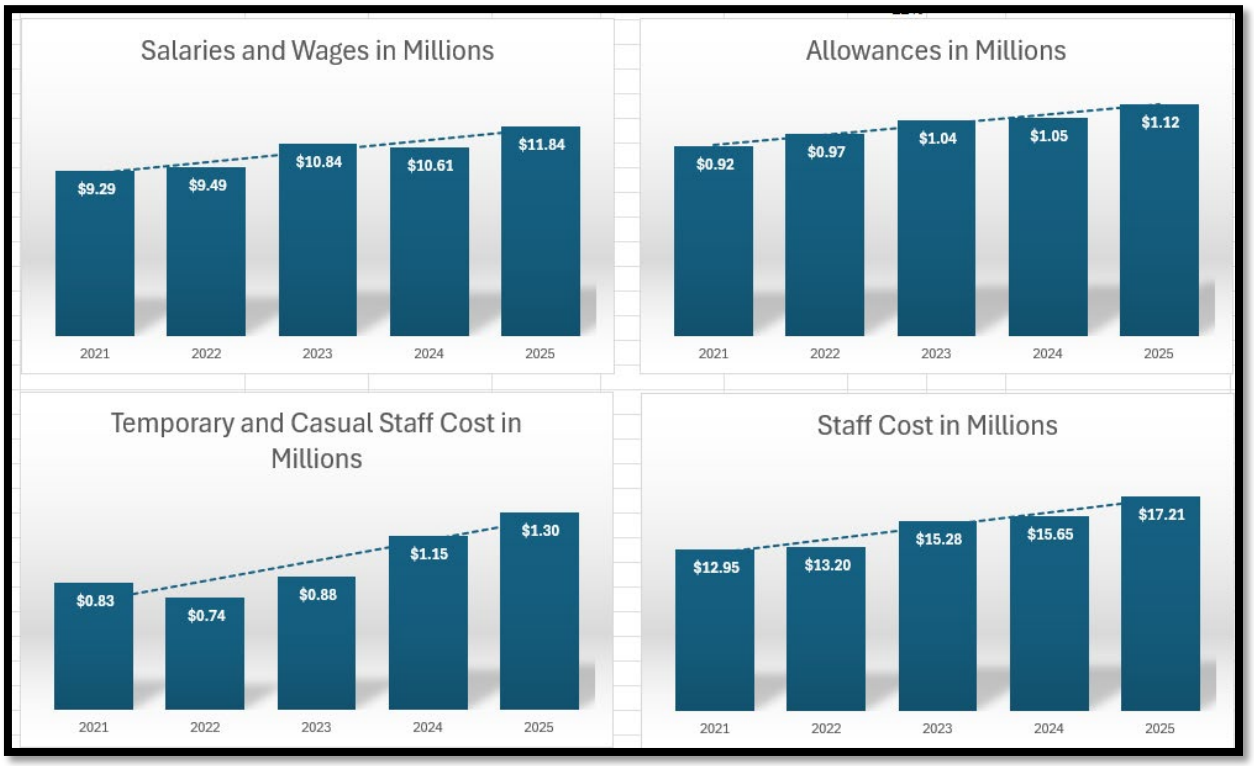


Operating costs increase largely driven by significant increases in key areas. Repair costs surged by 63%, reaching $6.9 million, reflecting the growing need to maintain and fix aging equipment and infrastructure. Vehicle-related expenses also saw a notable rise of 72%, totalling $0.4 million, as the demand for transportation in field operations and material delivery increased. Fuel costs skyrocketed by 58% to $0.5 million, further adding to the transportation-related expenses. Additionally, security and safety expenses increased by 45%, reaching $2.2 million, highlighting the company's ongoing commitment to ensuring a safe working environment and protecting its assets. These cost increases demonstrate the growing complexity of operations and the associated financial pressures BWS faces in maintaining service quality and operational efficiency.



In conclusion, BWS has faced significant cost increases across various areas, contributing to a 39% rise in overall operating expenses. Key drivers of this increase include a 63% surge in repair costs, totalling $6.9 million, as aging infrastructure and equipment demand more maintenance. Vehicle-related expenses grew by 72% to $0.4 million, while fuel costs spiked by 58%, reaching $0.5 million, reflecting the heightened transportation needs for field operations. Security and safety expenses also saw a 45% rise, amounting to $2.2 million, underscoring BWS's commitment to maintaining a safe and secure working environment.

In terms of staff costs, wages and salaries grew by 27%, reaching $11.8 million, allowances increased by 22% to $1.1 million, and temporary and casual staff costs surged by 56%, totalling $1.3 million. This 33% overall increase in staff costs, amounting to an additional $4.2 million, is largely driven by salary adjustments, minimum wage bill, shortage of skilled workers and the need for flexible staffing to meet operational demands.



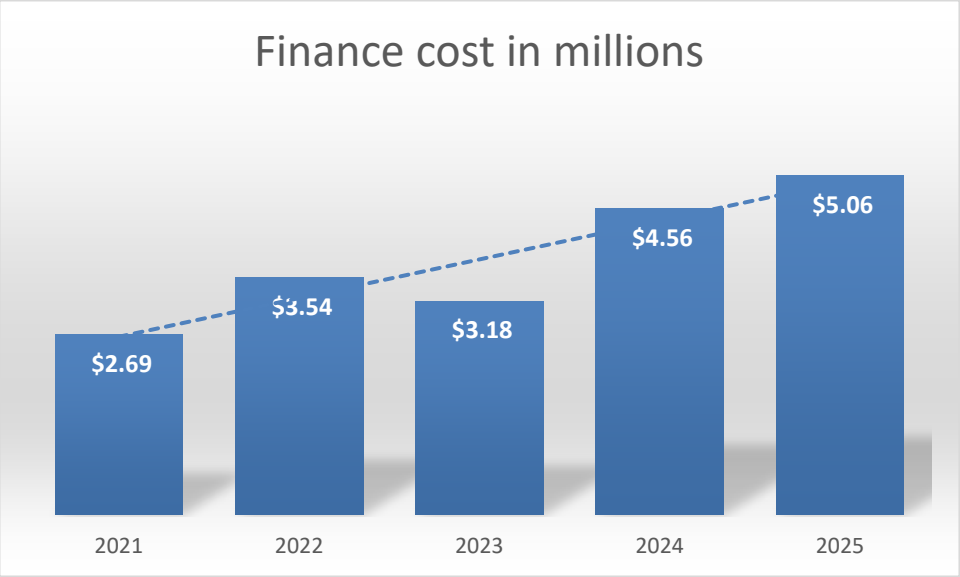
Direct costs, particularly those related to water production, have risen by 12% over the last five years. This is due to higher variable costs, such as energy (up 65%), chemicals (up 83%), and increased reliance on imported materials and repair parts. The shift from fuel to electricity helped mitigate some cost pressures, leading to savings of $1.0 in 2024, but operational complexity continues to drive costs upward.

These rising costs highlight the financial challenges BWS faces as it navigates increased operational demands, staff-related expenses, and the need to maintain and upgrade critical infrastructure. Moving forward, BWS will need to strategically manage these cost drivers by

exploring efficiencies, investing in modern technologies, and optimizing processes to ensure both financial sustainability and the delivery of high-quality services.

4.4 Financial Cost

In recent years, BWS has prioritized investment in water production, distribution, and control, committing over $100 million to these critical areas. However, this investment has also led to a significant rise in financial expenses, which have increased by 88%, or $2.4 million, primarily due to new debts taken on to fund these projects. Consequently, long-term loans have surged by 52%, growing from $56 million to $93.5 million. This increase in debt highlights the financial burden associated with large-scale infrastructure improvements, underscoring the need for careful financial management to balance the benefits of investment with the costs of servicing growing debt.



The main capital expenses in recent years have been focused on investments in water treatment plants, water lines, and water service lines. These critical infrastructure improvements have required significant funding, contributing to over $100 million in investments. By enhancing water production, distribution, and service capabilities, these projects are aimed at ensuring long-term service reliability and quality. However, these investments have also driven up financial expenses due to the increase in long-term debt, which has grown by 88% to support these capital-intensive projects.

4.5 Condition of Existing Assets

The status of the existing assets was identified, in the first Five-year Business Plan, as a significant influence on the company's operational cost. This continues to be so in the fourth FFBP period despite some works having been completed. Outlined below are some of the problems identified with several of the company's main working assets.

4.5.1 Production/Water Treatment Plants

The Belize City and Belmopan Water Treatment Plants underwent extensive refurbishment, and renovation works during the fourth FFBP period. The Dangriga Water Treatment Plant has had several completed rebuilding works but continues to have several outstanding works.

The San Ignacio/ Santa Elena system now requires a full-fledged water treatment plant designed to remove the higher levels of iron and manganese and turbidity present in the source water, especially during floods.

Below are some pictures showing the improved Dangriga WTP conditions:

Installation of Non-Slip Platforms and High Visibility Rails with Access Chains

Tanks were previously accessed with aluminium ladders and wooden planks across tank

Installation of Non-Slip Platforms and High Visibility Rails with Access Chains

Tanks were previously accessed with aluminium ladders and wooden planks across tank and pipes

Reinforced Concrete Administration Building and Lab above Existing Chemical and Dosing Building

Aging Elevated Timber Administration and Lab with connections to the tanks via catwalk

Additionally major emphasis was placed on auxiliary electricity supply for production points which also coincides with the Disaster Preparedness Plan. Generators are now installed at San Ignacio, Cahal Pech, Orange Walk, Caye Caulker, Corozal, Teakettle, Forest Home/Elridge and Placencia/Seine Bight and now we are working on to replace existing generators in San Pedro and Belize City.

Below are photos of generator buildings equipped with generators in Caye Caulker and Punta Gorda.

Generator at Caye Caulker, located on second story of generator building.

Generator at Forest Home, Punta Gorda, located in second story of generator building

4.5.2 Water mains and Service Connections

During this fourth FFBP period, the number of leaks located and repaired by the business was an average of approximately 460 per month. It is expected that this average will reduce even further in the next 5-year period as continued emphasis will be placed on replacement of aged infrastructure and replacement of key components identified from a points of leak assessment conducted. This assessment has already resulted in some changes in materials and installation practices.

State-of-the-art leak detection equipment was purchased and being utilized to locate previously undetected leaks. Reliability of leak detection and asset location equipment will be of higher importance since many municipalities are concreting street surfaces.

Identification and removal of illegal connections and yard-to-yard connections[4] was also a major focus during the last five years, but there still remains a significant number in the field. This situation will need to be corrected during the next business plan period. However, because some expansion continues to occur without proper streets or road infrastructure, there is the social and political pressure to utilise such connections and, in fact, customers continue to exhort some pressures and make private arrangements for such connections.

The photographs below show fractures on some of the aged water mains in Corozal and yard-to-yard connections in Belize City. The leaks caused by such fractures are often difficult to detect because of geographic conditions or locations.

Pictures – Old and Inferior Infrastructure

Storage Reservoirs

It was recognised in the third Full Business Plan that the operational performance of the business required the construction and commission of several storage tanks. A significant sum was invested in the construction and commission of these tanks in Double Run Water Treatment Plant, Wilson Street, San Pedro, and Seine Bight, An old and deteriorated tank at Cahal Pech was replaced with state of art glass fused to steel tank.

[4] These are connections where one or more properties are connected to a service line that supplies an initial property, rather than being connected to a main line

New Double Run 500,000USG Reservoir Tank, including safety hatches and vents with valves to control contact time

Previously, infrastructure pipeline was supply and distribution only.

Additionally major repairs were conducted on the elevated tank in Seine Bight, Sarawee Cotton Tree, Franks Eddy, and Teakettle. The 500,000-gallon reservoir at Southside Belize City has been refurbished and salvaged from scratch. The photographs below highlight some achievements.

Elevated Sarawee Tank refurbished and improved safety ladder and pipework.

Elevated Sarawee Tank inherited from waterboard and connected to new BWS distribution board

Mechanical Automatic Control added to Sarawee Tank for improved pressure.

Previously, infrastructure pipeline was supply and distribution only.

4.5.3 Sewer Systems

Belize City

Even though significant emphasis was placed on upgrading of sewer pumping stations, cleaning of mains and rehabilitation of manholes, the present system needs major infrastructural upgrades for added treatment capacity in order to improve water quality discharge parameters. Investment will be required to design and build a wastewater treatment plant which include but not limited to build preliminary, primary, secondary and tertiary treatment to meet environmental standards.

Most if not all sewer pumping stations were upgraded with better electrical protection and, mechanical and civil works. We are continuing to desludge existing facultative ponds at Belize City Sewer Treatment Plant. A total sum of over 1.2 million has been invested so far. We are also continuing to replace old, deteriorated sewer manholes in Belize City.

The photos below show the improvement made to the sewer infrastructure in Belize City.

Conditions of San Pedro Manholes showing collapsed walls and deteriorated bases

Conditions of San Pedro Manholes after Refurbishment including additional PVC lining to hinder deterioration

Conditions of San Pedro Manholes with deteriorated covers and temporary traffic measures in place

Conditions of San Pedro Manholes Surfaces with sloped bases and new covers

Belmopan

Similar to Belize city, most if not all sewer pumping stations were upgraded with better electrical protection and equipped with better mechanical and civil works. A replacement of many sewers manhole were completed and its being continued. This system was implemented during the 1970's, is suffering from severe deterioration including collapsing; it now requires significant refurbishment.

Grounding Bar connected to interior electrical systems within lift stations to prevent surge damage

Grounding Rods protected with caps in Delta configuration

Grounding Bar connected to interior electrical systems within lift stations to prevent surge damage

Grounding Rod Setup within casing for lift stations

San Pedro

Present development near the wastewater treatment ponds has completely jeopardized the treatment efficiency of this system. Further development within the general area is

contemplated and as such additional mangrove buffer zones needs to be preserved. No infrastructural improvement has been carried out in terms of its treatment capacity to improve discharge parameters.

Sewer pumping stations were upgraded with better electrical protection and mechanical and civil works as well. Manhole replacement program has continued as other locations.

The photo below shows the improvement made to the sewer infrastructure in San Pedro.

San Pedro Sewer Lift Station 6 infrastructure with rehabilitation of gantry and electrical access

San Pedro Sewer Lift Station 6 with corroded sections and exposed electrical connections

Photographs of other sewer stations refurbished in San Pedro

Photographs of other sewer stations refurbished in San Pedro

In the event of a station failure, there is no bypass system in place to move the wastewater. The design however has been completed.

Plans are underway for the installation of additional sewer pumping station and to connect piping previously installed on the main street in sewer zone 1.

General Sewerage Expansion

The existing systems still only cover the more centralised areas of each municipality. For social and environmental reasons, the sewer systems should be extended to all areas of these vastly expanded municipalities. Such expansion, which would include expansion of the treatment processing facilities, would require tens of millions of dollars and, as a result, have been excluded from the Capital Investment contained in this business plan, as they would only be feasible with of grant funding. Further, due to the extensive concreting of streets, any such sewer expansion would have to include even more expensive restoration of streets.

4.6 Investment Undertaken

Despite the operational and commercial challenges, BWS focussed on ensuring that critical capital investment was undertaken. Such investments, along with projects with Developer contributions, formed the basis for investment undertaken during the period. Utilising this approach, the company invested some $70 Million over the past four years and $30 Million forecasted to invest on this current year on installation of new assets and refurbishment of aged infrastructure to increase our customer base and to ensure reliability of supply. This investment averages approximately $20 Million Per Year for the period of the existing business plan.

Listed below is the investment value by year and a listing of some of the major projects.

Year	Investment Value	Projects Included
2020/21	**$10,637,995**	New Generator, Calcutta, Corozal
		Removal of Deteriorated Elevated Tank, Santa Rita, Corozal
		New Warehouse Shelves and Finishes, Lords Bank, Belize
		Upliftment of Southside Steel Reservoir Tank, Belize City
		New Belmopan Intake Compound Fencing
		New Belmopan Timber Operations Office
		Improvements to Booster and Lift Stations, San Pedro
		Repair of Caye Caulker Water Reservoir
		Refurbishment of Caye Caulker Water Treatment Plant
		New Generator, Benque Viejo Del Carmen
		Refurbishment of Dangriga Water Treatment Plant
		New Placencia Apartment Building
		Upgrade of Well No. 1, Forest Home, Punta Gorda
		New Generator, Calcutta, Corozal
		Removal of Deteriorated Elevated Tank, Santa Rita, Corozal
2021/22	**$17,679,693**	Replacement of Double Run WTP Rake Arm Drive
		Refurbishment of Double Run WTP
		Reconstruction of Benque Viejo River Crossing
		Temporary Caye Caulker 40kUSG RO Plant
		New Caye Caulker Generator
		Refurbishment of Elevated Tank, Sarawee Village
		New Orange Walk Branch Office
		New Placencia Intake Well Number 3
		Refurbishment of Placencia Branch Office
		New Wells at Macal Riverbank, Cayo
		Upgrade of Booster Station Electrical and Mechanical System, Cahal Pech, Cayo
		San Pedro Plant Building and Compound Improvements

2022/23	**$12,312,306**	New Sewer Unit Workshop & Offices, Belize City
		New Scada Control Centre, HQ, Belize City
		Refurbished Operations Storage Building, HQ, Belize City
		Property Expansion, San Andres, Corozal
		Upgrade of DMZ for Sarawee Village
		New Air Conditioning and Furnishing of Orange Walk Office
		Concreting of Parking Lot Orange Walk Office
		New Forest Home Generator, Toledo
		Refurbishment of Placencia Elevated Tanks
		Improvements to Placencia's Submarine Transmission Line
		Refurbishment of Manholes Zone 7, San Pedro
		New Supply Wells for San Pedro RO Plant
2023/24	**$30,206,476**	New Generator, Orange Walk Branch Office
		New Surveillance System, Orange Walk Branch Office
		Improvements to Belize City Compounds and Offices
		Refurbishment of Manholes Zones 5 & 6, San Pedro
		New Raw Water Supply Well San Pedro
		New Belmopan SCADA system
		Upgraded Surveillance System, Santa Elena Branch Office
		New Surveillance System, San Ignacio Administration Building
		Repair of Dangriga Elevated Tank
		Upgrade of Electrical System, Seine Bight Ground Tank
		Improvement to Disinfection System, Cerro Hill, Punta Gorda
		Upgrade of A/C and Surveillance System, Punta Gorda Branch Office
		New Water Well, BDF Well Site, Punta Gorda
2024/25	**$44,008,000**	New Water Wells, Petville, Orange Walk
		Double Run 500,000USG Reservoir Tank, Belize District
		Double Run WTP Clarifier and Filter Repair
		Restoration of Manholes, Belize City
		New Boca Del Rio 8" HDPE Pipe Crossing
		Conversion of Diesel Engines to Electric, San Pedro
		New HDPE watermain Installation Split Crossing, Caye Caulker
		Water Network Expansion to Blackberry Ridge
		Elevation of Electrical Systems in Flood Zone, SI Riverside Intake, San Ignacio
		Data Disaster and Secondary Data centre, San Ignacio
		New Intake HDPE Pipe Crossing & Chlorination, Benque
		Recommissioning of Cotton Tree Elevated Tank
		New 150,000USG RO Plant, Caye Caulker
		New Reservoir Tank, Seine Bight, Placencia
		Watermain Replacement, Ladyville, Belize District
		New Apartment Building and Offices, San Pedro
		New Drying Beds for Sewer Lagoons, Belize City
		Upgrade of Sewer Lift Station S6, Belize city
		New Generator, Cotton Tree, Mountain View and Chan Pine Ridge
		New Reservoir Tank, South Caye Caulker
		New Gen Building for Cotton Tree Well
		New Generator Building Santa Elena/ San Ignacio Branch Office
		New Gravity Feed Reservoir at High elevation, Santa Elena
Total	**$114,844,470**	

While this $114 million investment might seem significant, much more investment is required and must be made within the next FFBP period to connect new customers, to maintain or meet quality standards, to replace/refurbish the aged infrastructure, to mitigate

impact of climate change, and to meet future demand in order to ensure continuity of service and to avoid even larger expenditures in the future.

4.7 Other Financial Issues

During the course of the fourth FFBP, BWS continued to face cash flow shortages, with the possibility of running out of cash and being unable to meet its operational costs and debt-servicing obligations. The company has curtailed or deferred a number of urgently needed capital investments. Realising the critical nature of the company's operations, the Board of Directors and Management engaged several of the key stakeholders in negotiations to attempt to resolve this situation without any increase in tariffs.

These negotiations achieved significant cash savings and/or cost reductions as follows:

- An agreement by the Government to forego all dividends relating to its shares and the payment of loans (CDB#5 and #10) in BWS until March 2025. Dividends are pro-rated to the minority shareholders. **This allowed the company to declare and pay lower overall dividends over the FFBP period.**

- Negotiations with Government, Municipal Councils and private developers to assist with partial funding of replacement infrastructure and expansion infrastructure
- Negotiations with IFI's for several small grants and some loan funds to finance water and sewer expansion and improvement projects.
- Successful implementation of Debenture Series 1 and 2 to obtained much needed funding for capital projects at lower interest rate.
- Successful acquisition of CWBL to reduce cost of water production in San Pedro and assist in maintaining tariff.

With the cash realised from the above negotiations, the company was able to meet all its operational and remaining financial commitments and to perform some capital investments, primarily in the expansion and improvements of water systems.

5 Performance over the last FFBP Period

5.1 Financial Performance

5.1.1 Comparison to PUC Final Decision

The table below provides a summary of BWS financial performance over the FFBP period and a comparison to the PUC approved Final Decisions[5] of 2022.

Table– BWS Financial performance vs. FFBP approved Plans (Figures in BZ$'000)

YEAR:	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
BWS Actual							
Total Revenue	**51,075,747**	**44,838,000**	**48,792,325**	**52,114,350**	**55,661,789**	**59,114,616**	**252,482,211**
Less: Other Income	- 1,586,429	- 1,208,998	- 1,654,628	- 1,775,675	- 2,072,742	- 2,547,280	- 10,845,752
Tariff Basket Revenue	**49,489,318**	**43,629,002**	**47,137,697**	**50,338,675**	**53,589,047**	**56,567,336**	**244,183,739**
Operating Expenses	31,677,702	29,302,886	30,046,863	33,989,771	35,504,031	38,947,661	160,521,253
Depreciation	7,971,383	8,489,750	8,374,319	8,940,036	9,459,280	10,589,344	43,234,768
Taxes & Licenses Fees	1,112,636	1,100,891	1,096,129	1,412,680	1,500,661	1,574,944	7,797,941
Finance Charges	2,279,729	2,688,162	3,538,873	3,184,807	4,564,570	5,059,291	16,256,141
Total Expenses	**43,041,450**	**41,581,689**	**43,056,184**	**47,527,294**	**51,028,542**	**56,171,240**	**226,235,159**
Profit	**8,034,297**	**3,256,311**	**5,736,141**	**4,587,056**	**4,633,247**	**2,943,376**	**26,247,052**

YEAR	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
PUC ARP 2022							
Total Revenue	**46,249,973**	**47,117,250**	**48,982,440**	**49,995,005**	**52,741,883**	**55,036,831**	**300,123,382**
Less: Other Income	- 1,554,709	- 1,058,074	- 1,196,747	- 1,229,913	- 1,267,921	- 1,305,508	- 7,612,872
Tariff Basket Revenue	**44,695,265**	**46,059,176**	**47,785,693**	**48,765,092**	**51,473,962**	**53,731,323**	**292,510,511**
Operating Expenses	29,867,887	30,045,875	30,947,251	32,475,669	33,431,939	34,415,897	191,184,518
Depreciation	6,079,306	6,275,385	6,686,174	7,223,558	7,658,936	8,186,667	42,110,027
Taxes & Licenses Fees	1,064,577	1,084,540	1,385,108	1,413,741	1,491,416	1,556,877	7,996,258
Finance Charges*	2,279,729	2,688,162	3,538,873	3,184,807	4,564,570	5,059,291	21,315,432
Total Expenses	**39,291,500**	**40,093,962**	**42,557,406**	**44,297,775**	**47,146,861**	**49,218,732**	**262,606,236**
Profit	**6,958,474**	**7,023,288**	**6,425,034**	**5,697,230**	**5,595,022**	**5,818,099**	**37,517,147**

There are noticeable shortfalls between the actual figures and the approved Business Plan (FFBP) figures (see table below), and the gap in profit has continued to increase over the period. Whilst the shortfall in Total Revenue for the period has been adjusted for the

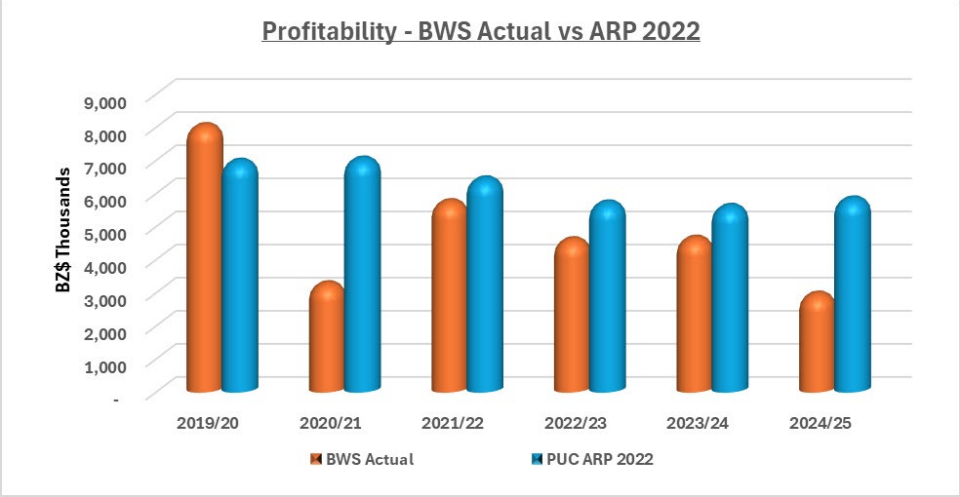
[5] The PUC Final Decision do not include finance charges, so BWS figures are used.

2022 Final Decision, adjustments will be required with respect to Expenses. The effect is a noticeable difference in Profit, and by extrapolation, in cash available to the company.

Table Updated Tariff Revenue Calculation ($'000's)

('000's)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Return on Assets PUC Approved	**11,819**	**12,268**	**12,821**	**11,879**	**13,234**	**14,036**	**64,237**
Depreciation	6,230	6,320	7,052	7,395	7,923	8,451	37,141
Opex excl Finance Charges	31,898	29,626	30,290	34,497	36,036	39,005	169,454
Annual Corrections - FTP 2020				(1,472)	(1,472)	(1,472)	(4,415)
Annual Corrections - ARP 2022				(111)	(111)	(111)	(333)
Gross TBR	**49,948**	**48,214**	**50,163**	**52,188**	**55,610**	**59,909**	**266,083**
Taxes & License Fees	1,140	1,101	1,096	1,413	1,501	1,575	6,685
Less: Other Income	1,140	1,001	1,382	1,776	2,073	2,547	8,778
NET TBR	**49,948**	**48,314**	**49,877**	**51,825**	**55,038**	**58,937**	**263,990**
NET TBR PUCAPPROVED	45,760	47,144	49,171	50,179	52,965	55,307	254,766

Table Profitability – BWS Actual Vs ARP 2022



The graph above highlights the difference in profitability (and cash), which is clearly linked to the shortfall in revenue and cost differential. It should be borne in mind that cash generated by profits is required to fund needed investments in assets to facilitate service expansion.

5.1.2 Financial Analysis

The table below provides a summary financial analysis over the last Business Plan period.

Table – BWS Profitability and Ratios

Description	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Revenue	51,075.7	44,837.9	48,792.3	52,114.0	55,661.8	59,114.6
Net Profit	8,034.3	3,256.3	5,736.1	4,587.0	4,633.2	2,943.3
Net Assets	317,969	334,674	339,240	343,527	389,653	401,448
Total Equity	204,923	207,562	212,791	216,868	220,991	223,423
Share Value ($)	60,000	60,000	60,000	60,000	60,000	60,000
No. of Shares ('000)	40,000	40,000	40,000	40,000	40,000	40,000
Net Profit Margin (%)	15.73%	7.26%	11.76%	8.80%	8.32%	4.98%
Return on Assets (%)	2.53%	0.97%	1.69%	1.34%	1.19%	0.73%
Return on Equity (%)	3.92%	1.57%	2.70%	2.12%	2.10%	1.32%
Earning per share	$ 0.201	$ 0.081	$ 0.143	$ 0.115	$ 0.116	$ 0.074
Earnings per $ of shares	$ 0.134	$ 0.054	$ 0.096	$ 0.076	$ 0.077	$ 0.049

Revenue, Profit, Assets, Equity and Share Value figures in BZ$'000

BWS' profitability for 2020-25 appears as a "V" shaped curve, due to the effects of the COVID Pandemic. With the closure of businesses, schools and the entire tourism sector at large, the reduction of 2020/21 Net Profit Margin of approximately 53% is nearly half of that in the regulated FFBP (see table below). This was as a result of the drastic reduction in consumption and consequently revenues of approximately **$6.2 million or 12%.** The Return on Assets is even lower (declining from 2.53% to as low as 0.97%) as compared to the FFBP's average projection of over 4% (see table below).

Table – ARP 2022 Projected Profitability and Ratios

Description	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Revenue	46,250.0	47,117.2	48,982.4	49,995.0	52,741.9	55,056.8
Net Profit	6,958.5	7,023.3	6,425.0	5,697.2	5,595.0	5,818.0
Net Assets	132,959	139,656	145,249	151,716	159,668	170,592
Share Value ($)	60,000	60,000	60,000	60,000	60,000	60,000
No. of Shares ('000)	40,000	40,000	40,000	40,000	40,000	40,000
Net Profit Margin (%)	15.05%	14.91%	13.12%	11.40%	10.61%	10.57%
Return on Assets (%)	5.23%	5.03%	4.42%	3.76%	3.50%	3.41%
Earning per share	$ 0.174	$ 0.176	$ 0.161	$ 0.142	$ 0.140	$ 0.145
Earnings per $ of shares	$ 0.116	$ 0.117	$ 0.107	$ 0.095	$ 0.093	$ 0.097

Revenue, Profit, Assets and Share Value figures in BZ$'000

Based on the above, it is clear that the revenues, and consequently, the profit stream, are insufficient to fund the required dividend stream to shareholders, let alone the investment requirements of the company and of the nation.

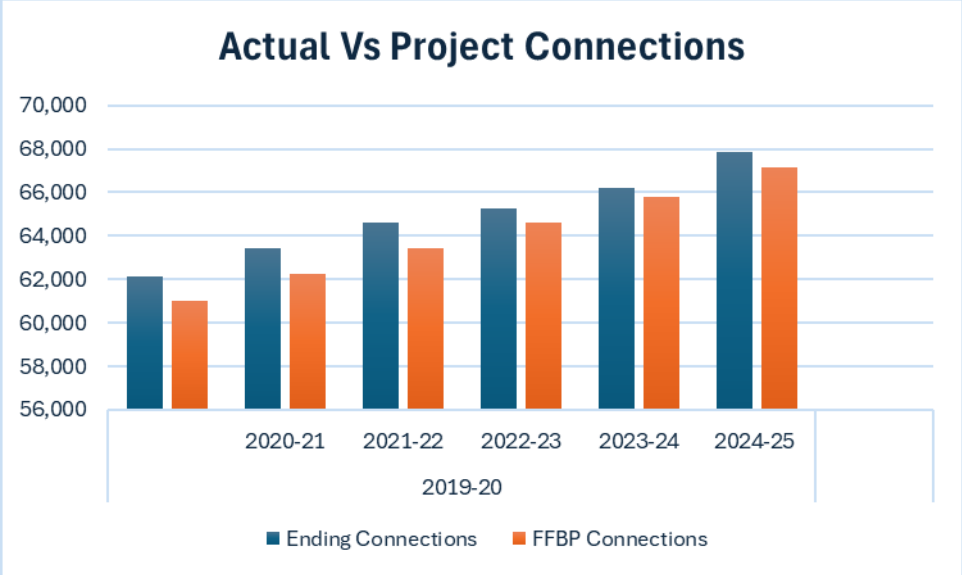
5.2 *Customer Accounts –*

5.2.1 Customer Connections

The table below provides a summary of BWS's key customer related performance indicators as compared to those in the FFBP over the last five years.

Table – BWS and FFBP Customer Connections

Description	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Beginning Connections	60,391	62,104	63,415	64,594	65,286	66,200
New Connections Added	4,917	4,364	5,099	5,065	5,747	5,662
Disconnections	13,578	4,343	6,461	13,596	27,871	23,688
Reconnections	10,374	1,290	2,541	9,223	23,038	19,676
Ending Connections	**62,104**	**63,415**	**64,584**	**65,286**	**66,200**	**67,850**
FFBP Connections	**61,032**	**62,277**	**63,427**	**64,617**	**65,817**	**67,133**
Difference	**1,072**	**1,138**	**1,157**	**669**	**383**	**717**



As shown above, BWS was consistently above the projected number of connections for the FFBP contributing factors to the improvement in connections are:

- Implementation of proactive strategy and support by new administrations,
- the successful negotiation & partnership by new administration with many Government agencies and funding agencies to execute several water network expansion projects, and

- a change in internal processes to reduce the number of disconnections for non-payment due Covid-19 Pandemic.

5.2.2 Average Customer Consumption

The table below contains the comparison of sales volumes over the last six years, which showed that the company CPC for three of the six years were below the projected amount.

Table – BWS and FFBP Average Monthly CPC

Description	2019-20	2020-21	2021-22	2022-23	2023-24	2024- 25
BWS Actual	3,767.0	3.469.0	3,523.0	3,616.0	3.785.0	3,834.0
FFBP Projected	3,635.5	3,523.9	3,611.1	3,630.5	3,615.9	3,615.9
Shortfall/surplus	131.5	(54.9)	(88.10)	(14.5)	169.10	218.1

5.2.3 Water Sales Volumes

The table below shows the shortfall of sales for three years when actual sales volume figures are compared to those contained in the approved FFBP over the last six years.

Table – BWS and FFBP Sales volumes (Millions of Gallons)

Description	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**Total**
BWS Actual	2,770.5	2,606.8	2,705.5	2,817.9	2,986.0	3,083.7	16,970.4
FFBP Projected	2,765.0	2,588.4	2,704.5	2,976.9	3,087.6	3,214.4	17,336.8
Shortfall	**5.5**	**18.4**	**1.0**	**(159)**	**(101)**	**(131)**	**(366.4)**

5.2.4 Water Sales Revenue

The comparative figures for the five-year period are shown in the table below.

Table – BWS and FFBP Water-related Sales Revenue

Description	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**Total**
BWS Actual	49,387	44,350	47,514	50,618	54,191	56,649	302,709
FFBP Projected	45,759	47,143	49,170	50,178	52,965	* 55,307	300,526
Shortfall	**4,608**	**(2,793)**	**(1,656)**	**440**	**(1,116)**	**(236)**	**(281)**

5.2.5 Other Customer related issues

During the reviewed period, the company managed to reduce the number of disconnections and reconnections being performed. However, there was noticeable increase in the number high bill complaints, and requests for discounts due to leaks within customers' premises, as well as a variety of other customer related requests and inquiries.

Although the number of illegal connections found has decreased in the last few years (see table below), the need to put in place regulatory mechanisms for handling these situations is of foremost importance for the company, especially given the increased number and level of threats being experienced by the employees who handle these cases.

Table – Illegal Connections Found and Removed –

Description	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Number of IC's	164	125	141	282	141	194

Managing customer requests and in the most efficiently and cost-effective manner is a major component of the work performed by the company. The table below highlights the consistent increase in the number of jobs processed annually based on customer requests. Notable is that majority of these jobs are billing related jobs.

Table – Customer Jobs and Requests processed

Branch	No. of Customers	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Belize City	24,393	58117	39572	50655	56360	48063	43176
Belmopan	8,929	15582	12538	16889	17797	16551	10694
Caye Caulker	985	2257	2623	1742	1830	2063	1769
Corozal	5,788	8811	8203	10398	12933	9802	5831
Dangriga	3,482	5670	4867	7151	6423	5253	3836
Orange Walk	5,981	13192	10627	12660	14246	14910	5959
Placencia*	1,562	3214	2209	3103	3122	3379	2532
Punta Gorda	2,477	5003	4053	3919	4663	2845	2714
San Ignacio & BV	6,884	17445	13010	15674	17579	15839	12014
San Pedro	4,590	9569	6942	10293	9086	11713	8014
Total	**67,850**	**138,860**	**104,644**	**132,484**	**144,039**	**130,418**	**96,539**
					Average Ratios of Jobs per Customer =	**1.83**	

5.3 Operational Performance –

Over the past four years, water loss has averaged 24.9%. In 2025, this figure improved to 22.9%, marking a 2 percentage point (pp) improvement in water loss recovery. This reduction represents a significant achievement, with approximately 80 million gallons of water recovered. The decrease in water loss highlights the effectiveness of the measures

implemented to address inefficiencies in the distribution network, such as infrastructure improvements, better leak detection, and enhanced maintenance practices. Continued focus on reducing Non-Revenue Water (NRW) will be critical to sustaining this progress and further improving operational efficiency.

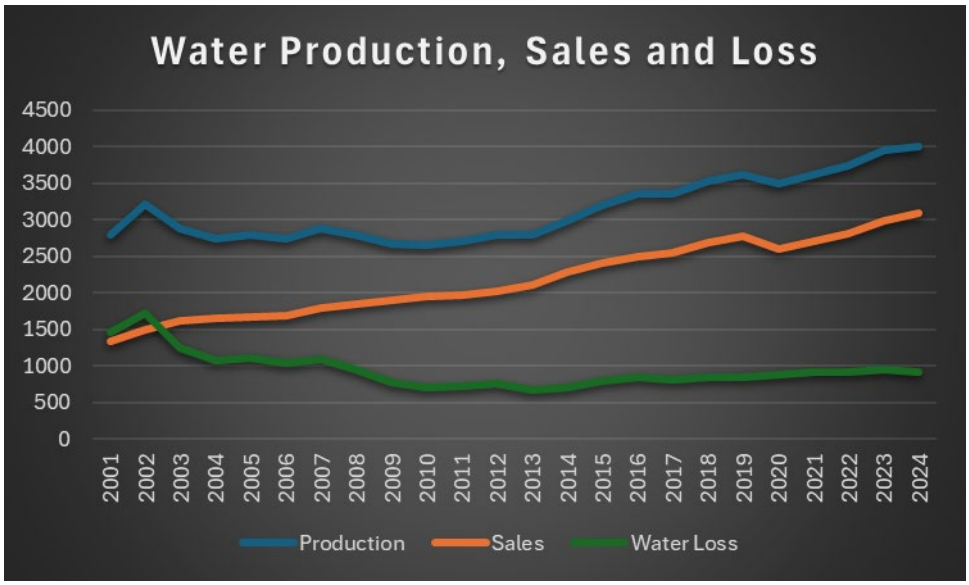
The table below provides a summary of BWS' key operational performance indicators as compared to those in the FFBP over the last five years.

Table – BWS Production and NRW vs. FFBP (M Gals)

Description	Unit	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Water Volumes							
Water Production	M Gals	3,614	3,496	3,626	3,740	3,943	3,999
Water Sales	M Gals	2,771	2,607	2,700	2,818	2,986	3,084
Water loss	M Gals	843	889	926	922	957	915
Non-Revenue Water	%	23.3%	25.4%	25.5%	24.6%	24.3%	22.9%
FFBP							
Water Production	M Gals	3,613.80	3,495.70	3,624.90	3,969.20	4,116.80	4,285.90
Water Sales	M Gals	2,765.00	2588.40	2704.50	2976.90	3087.60	3249.30
Water loss	M Gals	849	907	920	992	1,029	1,037
Non-Revenue Water	%	23.5%	26.0%	25.4%	25.0%	25.0%	24.2%

Description	Unit	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Water Volumes							
Water Production	M Gals	3,614	3,496	3,626	3,740	3,943	3,999
Water Sales	M Gals	2,771	2,607	2,700	2,818	2,986	3,084
Water loss	M Gals	843	889	926	922	957	915
Non-Revenue Water	%	23.3%	25.4%	25.5%	24.6%	24.3%	22.9%
FFBP							
Water Production	M Gals	3,613.8	3,495.7	3,624.9	3,969.2	4,116.8	4,285.9
Water Sales	M Gals	2,613.7	2657.1	2701.2	2745.6	2791.5	3,214.4
Water loss	M Gals						
Non-Revenue Water	%	23.5%	26%	25.4%	25%	25%	24.2%

The chart below highlights the significant improvements in NRW improvements which have resulted in water loss volume being reduced by 56% since 2002.



5.4 Key Performance Indicators

The table below shows the Key Performance Indicators (KPI's) as measured and reported by the company in its annual reports. These summarise the performance over the last ten years of operations, including the last.

KEY PERFORMANCE INDICATORS (KPI'S)

Description of KPI	UNIT	2024/2025	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14
PROFITABILITY													
Gross Revenue	$' 000	59,115	55,662	52,114	48,792	44,838	51,076	48,074	46,584	45,484	43,194	40,084	34,923
Operations and Maintenance	$' 000	39,508	35,882	34,497	30,290	29,626	31,898	29,797	29,166	28,269	25,889	25,725	24,640
EBITDA	$' 000	19,607	19,626	17,617	18,502	15,212	19,178	18,277	17,418	17,215	17,305	14,359	10,282
EBIT	$' 000	9,018	10,166	8,677	10,128	6,722	11,206	11,729	11,304	11,453	12,336	9,501	5,608
Net Profit (Loss)	$' 000	2,943	4,633	4,587	5,736	3,256	8,034	8,983	8,509	8,586	9,690	6,765	2,961
EBITDA/Net Turnover	%	33%	35%	34%	38%	34%	38%	38%	37%	38%	40%	36%	29%
Earnings Per Share	$	0.074	0.116	0.115	0.143	0.081	0.201	0.225	0.213	0.215	0.242	0.169	0.074
Dividends Per Share[1]	$	0.0128	0.0127	0.0127	0.0127	0.0127	0.0190	0.0190	0.0190	0.0190	0.0189	0.0126	0.0126
Retained Earnings (Deficit)	$' 000	82,881	80,450	76,326	72,249	67,021	64,272	56,999	48,774	41,022	33,195	24,262	18,003
LIABILITIES & EQUITY													
Long Term Liabilities*	$' 000	158,332	151,784	112,097	113,366	115,497	98,195	98,382	54,551	51,809	52,217	40,149	43,947
Current Liabilities	$' 000	19,693	16,877	14,562	13,084	11,614	14,851	11,672	12,442	11,187	10,558	11,655	13,189
Total Equity	$' 000	223,423	220,991	216,868	212,791	207,562	204,923	175,327	167,102	159,351	150,856	111,253	104,993
ASSETS													
Current Assets	$' 000	41,931	55,065	28,590	34,786	37,728	21,950	28,860	32,650	33,143	32,325	14,995	15,396
Total Net Assets	$' 000	401,448	389,653	343,527	339,240	334,674	317,969	285,381	234,096	222,348	213,631	163,057	162,129
Additions to Assets	$' 000	32,072	27,566	15,043	14,965	9,620	26,258	23,289	19,353	19,187	21,041	12,197	12,124
BALANCE SHEET STRUCTURE													
Current Assets/Current Liabilities	No.	2.13	3.26	1.96	2.66	3.25	1.48	2.47	2.62	2.96	3.06	1.29	1.17
Gearing (LT Liabilities/Equity)	%	71%	69%	52%	53%	56%	48%	56%	33%	33%	35%	36%	42%
Total Assets/Total Equity	No.	1.80	1.76	1.58	1.59	1.61	1.55	1.63	1.40	1.40	1.42	1.47	1.54
Total Assets/Share Capital	No.	6.69	6.49	5.73	5.65	5.58	5.30	4.76	3.90	3.71	3.56	2.72	2.70
Return on Assets(EBIT/Avg. Assets)	%	2.3%	2.8%	2.5%	3.0%	2.1%	3.7%	4.5%	5.0%	5.3%	6.5%	5.8%	3.5%
WATER VOLUMES													
Water Production	MUSG	3,999.4	3,943.1	3,739.5	3,625.9	3,495.7	3,613.7	3,534.5	3,350.9	3,356.2	3,202.4	2,982.8	2,787.1
Water Sales	MUSG	3,084.0	2,986.0	2,817.9	2,705.5	2,606.8	2,770.5	2,695.4	2,543.0	2,505.4	2,404.6	2,277.9	2,105.0
Non-Revenue Water Volume	MUSG	915.4	957.2	921.6	920.4	888.9	843.2	839.1	812.4	850.8	797.8	704.9	682.1
Non-Revenue Water %	%	22.9%	24.3%	24.6%	25.4%	25.4%	23.3%	23.7%	24.1%	25.4%	24.9%	23.6%	24.5%
Non-Revenue Water (M^3/Conn/Day)	M^3	0.14	0.15	0.15	0.15	0.15	0.14	0.15	0.15	0.16	0.15	0.14	0.14
Non-Revenue Water (M^3/Km/Day)	M^3	5.72	6.10	6.01	6.09	5.94	5.66	5.78	5.69	6.11	5.89	5.38	5.35
CONNECTIONS													
Beginning Connections	No.	66,200	65,286	64,594	63,415	62,104	60,391	58,822	57,234	55,484	53,477	51,433	49,138
New Connections Added	No.	5,662	5747	5,065	5,099	4,364	4,917	4,769	4,614	4,893	4,846	4,836	5,234
Requested Disconnections	*No.*	3,035	3020	*2,381*	*2,780*	*2,857*	*2,134*	*2,075*	*2,111*	*2,101*	*1,999*	*2,062*	*2,039*
Disconnections - Non-payment	*No.*	*20,653*	*24851*	*11,215*	*3,681*	*1,486*	*11,444*	*9,941*	*8,807*	*9,539*	*7,088*	*7,618*	*11,950*
Total Disconnections	No.	23688	27871	13,596	6,461	4,343	13,578	12,016	10,918	11,640	9,087	9,680	13,989
Reconnections	No.	19,676	23038	9,223	2,541	1,290	10,374	8,816	7,892	8,497	6,248	6,888	10,591
Ending Connections	No.	67,850	66,200	65,286	64,594	63,415	62,104	60,391	58,822	57,234	55,484	53,477	50,974
Ending Sewer Connections**	No.	11,690	11,721	11,659	11,647	11,587	11,594	11,382	10,972	10,843	10,691	10,519	10,264
BILLING													
Avg. Number of Connections	No.	67,025	65,743	64,940	64,005	62,760	61,248	59,607	58,028	56,359	54,481	52,226	50,056
Water Sales Revenue	$' 000	56,646	54,191	50,618	47,514	44,350	49,387	46,546	44,979	44,076	42,026	38,965	34,151
Avg. Usage per Connection Monthly	Gal	3,834	3,785	3,616	3,523	3,469	3,767	3,710	3,649	3,704	3,669	3,626	3,504
Avg. Sales per Connection Monthly	$	70.42	68.70	64.99	61.71	58.88	67.44	65.32	64.73	65.33	64.44	62.27	57.5
Avg. Tariff per 1000 Gallons	$	18.37	18.15	17.96	17.56	16.96	17.90	17.82	17.74	17.59	17.48	17.11	16.22
OPERATIONAL EFFICIENCY													
Continuity of Supply	%	99.97	99.97	99.94	99.96	99.95	99.82	99.91	99.94	99.89	99.92	99.9	99.87
Avg. No. of Staff (Permanent)	No.	347	329	316	296	285	298	293	294	287	262	256	251
Staff Per 1000 Connections	No.	5.2	5.0	4.9	4.6	4.5	4.9	4.9	5.1	5.1	4.8	4.9	5.0
Total Staff Costs	$'000	17,214	15,653	15,278	13,204	12,953	13,586	12,501	11,376	10,423	9,739	8,931	8,546
Staff Costs/Emp.	$	4,961	4,758	4,835	4,461	4,545	4,559	4,267	3,869	3,632	3,717	3,489	3,405
Revenue/Emp.	$	170,359	169,185	164,918	164,839	157,326	171,395	164,075	158,449	158,480	164,864	156,580	139,135
COLLECTION EFFICIENCY													
Overdue Debtors/Trade Debtors	%	1.9%	8.7%	25.0%	25.6%	29.3%	15.6%	11.0%	16.6%	10.2%	14.4%	12.4%	14.0%
Bad Debts Write Off/Net Turnover	%	0.8%	-0.8%	-1.0%	0.8%	4.6%	0.2%	0.2%	0.2%	0.3%	0.3%	0.4%	0.0%
Collection Efficiency	%	100.2%	98.9%	96.2%	93.4%	92.7%	98.6%	98.8%	98.3%	98.9%	98.8%	98.9%	98.2%
WATER INFRASTRUCTURE													
Total Length of Mains**	Miles	1030.48	1008.6	988.34	973.8	963.7	956.9	935.8	919.7	897.7	870.1	844.3	821.45
Total Length of Mains**	Km	1,658	1,623	1,591	1,567	1,551	1,540	1,506	1,480	1,445	1,400	1,359	1,322
Length of Mains/Connection	Ft.	80.2	80.4	79.9	79.6	80.2	81.4	81.8	82.6	82.8	82.8	83.4	85.1

KPI Description Note	Key - Units				Key - Units	Key - Units
**=Includes some estimated figures	MUSG = Millions of US Gallons				Gal = US Gallon	% = Percentage
[1]See Management report for details	$' 000 = BZ$ Thousands				No. = Number/Count of Units/Ratio	Ft. = Feet
* Reclassification of Capital Contributions	$ = Belize Dollars				M^3 = Cubic meters (1M^3 = 264.1721Gal)	Km. = Kilometer

6 Strategic Influences and Inputs into Business Plan

6.1 Provision of water and sewer services

The Capital Investment plan has a particular emphasis on climate change resiliency, water supply security, and environmental stewardship. In general, our focus will improve on storage capacity, improve reliability and continuity of service, implement/install source and service redundancies, work towards meeting future demand, expansions, reduce energy and chemical cost by exploring renewable energy or other options etc.

Due to the extremely high cost of sewerage expansion, the main focus is on water expansion. However, some expansion and improvements of sewer systems have been factored in due to both the urgent need for works due to the condition of assets/infrastructure and to improve treatment and effluent quality.

Despite extensive works, sewerage effluent quality improvement in San Pedro & Belize City remains a requirement and, improvements of sewer systems in Belize City & San Pedro are almost as critical. Serious deterioration in the existing collection systems and lift stations, mandate that investments be made on all existing sewer systems.

Sewer expansion, though significantly more expensive than water expansion, is becoming more and more needed due to the growing environmental consciousness and the need to for the country to meet more stringent international environmental standards.

Maintaining water quality has become an issue for the San Ignacio/Santa Elena system especially during high flood times and required a significant investment in a sophisticated plant to handle the changing conditions in the raw water.

In the Corozal and Orange Walk areas, the 'hardness' in the raw water, which is due to geographic conditions requires more expensive treatment; however, based on a previous the customer survey, consumers in these area are accustomed to the existing hardness level (which does not pose a health risk) and appear unwilling to pay significantly more to improve overall water quality. Nevertheless, BWS plans to attempt to improve the quality for this area by exploring and utilizing newer treatment technology.

Furthermore, there is an on-going demand for water expansion to meet the needs of consumers, both within existing service areas and beyond. The Government pledged support to the United Nations Millennium goals of providing access to potable water to 99% of the population by the year 2015 and BWS has contributed significantly to help achieve this goal several years early. However, this has now given the public the perception that the Government and/or BWS will pay for all expansion. There is always strong socio-political pressure to provide service to households in newly developed areas or subdivisions, due to the essential nature of the service.

6.2 Capital Investment rationale

Capital Investment is included in the Business Plan to meet the requirements of the core business of providing water and sewer services as stated above and earlier in this report.

Other assets required for supporting the core operations of the business, including buildings and facilities, vehicles and mobile plant, and Information and Communication Technology (ICT) equipment and software are included to ensure that essential tools and facilities are in place to supplement, support, record and monitor the core operations.

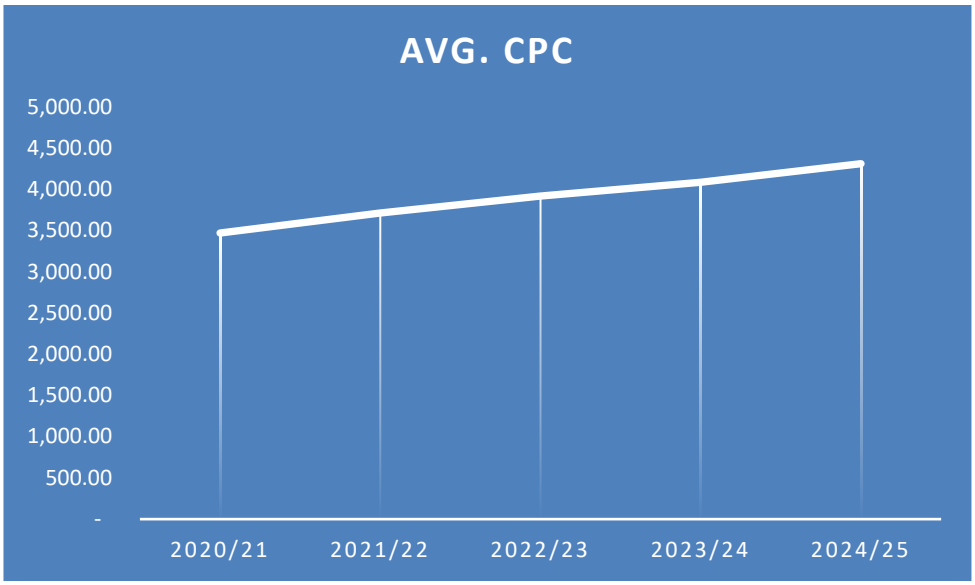
The above issues and the focus of investment during the next five years will of course be the subject of further discussion with the PUC during this review. It is essential that the balance of capital investment priorities between expansion and refurbishment of existing assets is agreed and that all stakeholders in BWS and, in particular, developers are informed as to the priority and regulations agreed between the business and PUC during this review.

With regard to developers, it should be noted that the assumption remains that developers, whether public or private, will contribute significantly to water and sewerage expansion to new developments. Further, where developers wish BWS to take over existing assets, an evaluation of the refurbishments and improvements to bring such systems into proper working condition and up to BWS operating standards will be conducted and the recovery of the necessary costs agreed before BWS will assume responsibility for maintenance and operation.

6.3 Connection Growth and Water Demand (CPC)

These are key drivers of the Business Plan **forecasts**. Based on historical data and known factors, these have been projected to move as per the table below.

Description	Unit	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Water Connection	No.	68,549	70,375	72,202	74,026	75,852	77,679
Connection Growth		1.03%	2.66%	2.60%	2.53%	2.47%	2.41%
Avg. CPC (gals)	Gals.	4,082.7	4,130.8	4,187.2	4,223.1	4,271.8	4,310.9
CPC Change		6%	1.2%	1.4%	0.9%	1.2%	0.9%
Sale Volume	MGals	3,186.2	3,310.8	3,444.3	3,569.2	3,698.4	3,822.1
Volume Movement		3.2%	3.9%	4.0%	3.6%	3.6%	3.3%



Based on the historical data and chart above, one can say that there is a continuing growth in consumption per connection. These combine to factor into the total sales volume forecast, which increases steadily each year.

6.4 Non-Revenue Water (NRW)

Since the volume of water produced equates to the sales volume plus the water loss volume, the levels of water loss (NRW) play a critical role in determining overall production volume and therefore production related costs. Improvements (i.e. reductions) in NRW generally lead to reductions in all costs relating to production electricity and chemicals. Over the last FFBP, BWS has made significant steps in reducing NRW, partly due to the massive mains replacements done in various municipalities as part of the various street rehabilitation and drainage infrastructure projects.

It should, of course, be borne in mind that efforts to reduce NRW themselves have a cost, and more and more, as the NRW levels reduce, the cost of reducing to the next percentage point grows increasingly higher. Eventually, after achieving certain levels of NRW (which vary based on the system size and asset condition), the cost of the NRW programme may outweigh the benefits. It is quite possible that BWS will reach such critical points in some of the water systems within this new FFBP period.

The chart below shows the proposed NRW levels contained in this Business Plan.

Chart: Projected NRW by location

District/ City/ Town	Actual NRW%		Annual NRW % Targets					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Belize (Bze City+H.ville +BRV)	27.6%	24.9%	24.2%	24.0%	23.7%	23.4%	23.1%	22.8%
Corozal	27.4%	26.3%	26.0%	25.5%	25.0%	24.5%	24.0%	23.5%
Orange Walk	18.3%	18.7%	18.0%	17.5%	17.0%	16.5%	16.0%	15.5%
Belmopan	29.0%	29.8%	28.5%	27.0%	25.5%	24.5%	23.5%	22.5%
San Ignacio	18.3%	16.3%	15.7%	15.4%	15.0%	14.7%	14.4%	14.1%
Dangriga	23.7%	25.7%	23.0%	22.8%	22.5%	22.3%	22.0%	21.8%
Punta Gorda	28.2%	29.0%	26.5%	25.9%	25.2%	24.5%	23.8%	23.2%
San Pedro	16.2%	14.8%	14.0%	13.2%	12.4%	11.6%	10.8%	10.0%
Caye Caulker	9.0%	5.6%	5.5%	5.4%	5.3%	5.2%	5.1%	5.0%
Placencia	15.7%	15.0%	14.5%	14.3%	14.1%	13.9%	13.7%	13.5%
Overall NRW %	24.3%	22.9%	22.0%	21.5%	20.4%	20.0%	19.4%	19.0%

6.5 Operating Costs

Operating Costs projected include, inter alia,:

- Expected increases in general costs due to inflationary effect
- Expected increase in energy cost from electricity provider
- Requirements deemed necessary to deal with overdue maintenance requirements not treated as Capital Expenditure
- Salary increases required due to inflation, minimum wages increase, staff progression, increase in insurance cost, and performance appraisal
- Other known or expected factors, including additional staffing requirements.

6.6 Disaster Preparedness and Recovery

Due to the nature and importance of the services offered, BWS must be adequately equipped to provide continuity of service, to properly respond to meet the needs of customers, to recover from emergency or disaster situations, and to provide technical assistance to rural system in restoration of these systems.

In order to achieve this, the company must keep adequate equipment, stores of materials and supplies. Further, management analysis shows that the company should maintain a cash float of at least $4.5 million to adequately deal with worse-case disasters and emergencies.

6.7 Other Economic Assumptions

Certain economic assumptions, primarily with regard to inflation, foreign exchange, interest rates, insurance rates, electricity costs, and bad debts are embedded within the Business Plan.

6.7.1 Foreign Exchange

This plan assumes that the exchange rate will remain fixed at two Belize Dollars to one United States Dollar (BZ$2 = US$1) and that there will continue to be no difficulties in acquiring required foreign exchange.

The company's access to foreign exchange is a key driver in the context that without being able to obtain adequate quantities of foreign exchange in a timely fashion then operational and investment expenditures will have to be deferred or delayed or, in some cases, acquired locally at higher costs. This will impact negatively on sales and costs as a result of the business not being able to access foreign markets for equipment and services. More dangerous is the risk of not being able to maintain operations and ensure the security of supply to our customers.

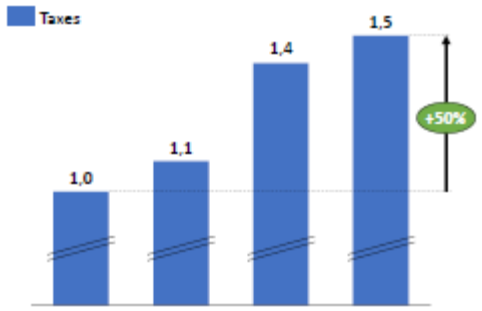
6.7.2 Interest rates, Insurance costs, Electricity costs and Bad Debts

It is assumed that these costs will remain relatively stable based on recent historical trends. Electricity is viewed as being the most volatile since it is somewhat dependent on oil prices. While it is expected that an increase will occur and with no definitive indications from the regulator, an increase of 5% in cost price is forecasted for the next five years in the plan .

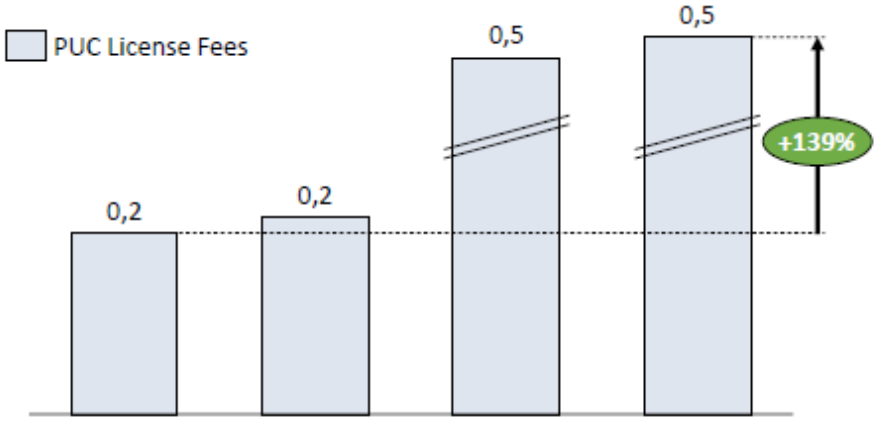
6.7.3 Licenses, Fees, Taxes and Regulatory Penalties

Financial expenses and taxes have been rising, driven by new debt incurred for investment purposes and a recent change in the Public Utilities Commission (PUC) License Fee, which increased by 0.5%. The additional debt, while necessary for funding critical infrastructure projects and modernization efforts, has contributed to higher interest payments and financial obligations. Simultaneously, the adjustment in the PUC License Fee adds to the overall regulatory costs that impact the company's financial position.

These rising expenses underscore the importance of balancing investment-driven debt with long term financial sustainability. Careful management of both debt levels and regulatory obligations is essential to ensure that these increases do not excessively strain operating margins or limit the company's ability to invest in future growth.



PUC license fee (an increase of 0.5%).



It is assumed that there will be no statutory or regulatory penalties arising from the company's operations.

6.7.4 Cost Increases due to economic factors

In the event of significant movements in foreign exchange rates, inflation, interest rates, electricity costs, bad debts or other costs during the course of the upcoming five-year business plan period, then BWS will seek to recover these cost increases via an Annual Review Proceeding as defined under the Water and Sewerage (Tariff) Byelaws.

7 Summary of Proposed Business Plan

7.1 Financial

The full Business Plan forecast financial statements are contained in Appendix VI – Business Plan Outputs. The key financial forecasts are outlined in the tables below.

Table - Summary of Projected Revenue, Expenses, Profits ('000's)

YEAR	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
Revenue	75,042	78,652	82,061	85,708	88,998	410,461
Operating	(40,900)	(42,185)	(43,238)	(44,185)	(45,052)	(215,560)
Non-Operating Expenses	(20,161)	(21,777)	(21,943)	(21,396)	(21,233)	(106,510)
Profits	13,981	14,690	16,880	20,127	22,713	88,391

Table – Projected Cash Flows including Dividends

(Amounts in $'000)	Year 1	Year 2	Year 3	Year 4	Year 5
	2026/27	2027/28	2028/29	2029/30	2030/31
Opening Cash Balance	**23,056**	**39,955**	**43,084**	**39,141**	**33,897**
Receipts					
Trading	73,541	77,079	80,420	83,994	87,218
Loans	31,000	12,000	4,000	-	-
Interest	65	-	-	-	-
Other	73,810	79,820	72,232	62,280	65,044
Total Receipts	**178,416**	**168,899**	**156,652**	**146,274**	**152,262**
Payments					
Operating & overhead costs	(57,541)	(54,157)	(56,474)	(57,458)	(57,262)
Tax	(1,035)	(1,078)	(1,106)	(1,133)	(1,161)
Capital expenditure	(92,253)	(101,091)	(92,891)	(83,091)	(85,707)
Loan (redemption)	(3,493)	(2,177)	(2,004)	(1,830)	(1,100)
Interest	(6,316)	(6,388)	(6,374)	(6,260)	(6,153)
Dividends*	(867)	(867)	(1,734)	(1,734)	(1,734)
Total Payments	**(161,517)**	**(165,770)**	**(160,595)**	**(151,518)**	**(153,129)**
Closing Cash Balance	**39,955**	**43,084**	**39,141**	**33,897**	**33,030**

The dividends shown include only dividends to the minority shareholders (17% of shares) as the Government has given a formal undertaken to forego its dividends through to 2025, but the payments for the 2025 dividend will be made in FY 2025/26.

7.2 Capital Investment

The table below contains a summary of the proposed capital investment contained in the proposed Business plan. These include water production and distribution, Sewerage collection and treatment, Buildings, Facilities and security, Vehicles and mobile plant, Information and Communication Technology systems. Appendix IV contains a detailed list of the Capital Expenditure items.

Table - Summary of CapEx by Category and Year

CAPITAL EXPENDITURE SUMMARY		Mar-27	Mar-28	Mar-29	Mar-30	Mar-31	5-YR
Amounts in ('000's)							
Water Production and Distribution							
	Resource Development	6,255	7,515	5,180	2,380	1,530	22,860
	Water Treatment Works	6,050	150	600	2,475	2,950	12,225
	Reservoirs and boosters	6,650	2,135	5,950	4,545	8,350	27,630
	Strategic Mains	2,300	2,300	-	-	4,000	8,600
	Distribution Expansion -water	63,885	68,570	67,390	63,065	68,485	331,395
	Renewal mains & services	7,070	8,870	8,020	6,920	6,920	37,800
	New Connections-water	2,515	915	915	915	915	6,175
	Sub Total	**94,725**	**90,455**	**88,055**	**80,300**	**93,150**	**446,685**
Wastewater System							
	Treatment Works-Sewage	13,000	19,800	11,700	1,500	1,500	47,500
	Sewer pumps and boosters	2,055	1,795	1,215	1,130	865	7,060
	Sewer Expansion	500	500	500	500	500	2,500
	Sewerage renewals	-	-	-	-	-	-
	New Connections- sewers	150	150	150	150	150	750
	Sub Total	**15,705**	**22,245**	**13,565**	**3,280**	**3,015**	**57,810**
Other Capex							
	Plant & Equipment	6,295	4,673	4,748	5,316	5,615	26,647
	Office Buildings, Furniture & Equipment	2,285	3,365	1,075	2,820	2,480	12,025
	Motor Vehicles	1,000	1,000	1,000	1,000	1,000	5,000
	Computer Equipment & Software	235	455	240	-	-	930
	Other Capex	2,130	2,125	1,600	1,600	1,600	9,055
	Sub Total	**11,945**	**11,618**	**8,663**	**10,736**	**10,695**	**53,657**
TOTAL PROPOSED CAPITAL EXPENDITURE		**122,375**	**124,318**	**110,283**	**94,316**	**106,860**	**558,152**
REDUCED CAPITAL EXPENDITURE		**95,453**	**101,941**	**93,741**	**83,941**	**86,557**	**461,632**
DEVELOPERS CONTRIBUTION BY YEAR		**70,066**	**76,090**	**68,515**	**58,575**	**61,350**	**334,596**
DEFERRED CAPITAL EXPENDITURE		**26,923**	**22,377**	**16,542**	**10,375**	**20,303**	**96,520**

Figures in BZ$ '000

BWS expects that a portion of the cash required to fund this proposed **$558 million in Capital Expenditure** will come from GOB/Developers Contribution ($335 Million) and that the company will be able to obtain some loan funding ($50 Million).

BWS realises that, especially in the current economic climate, such levels of Capital Expenditure cannot be supported by tariff alone. However, even with projected estimates for Contributions and Loan Funding, **significant amounts of Capital Expenditure remain to be funded over the five-year period**.

In an effort to keep the tariffs affordable over the next Full Business Plan period, the company is proposing to reduce Capital Expenditure to approximately **$461 million** with

only **$127 million** being directly funded from the proposed revenues and debt while the remainder, to be funded by grants or developers' contributions.

7.3 Operational

The key operational elements of the Business Plan are outlined in the table below.

Table –Volumes, NRW, Connections and CPC

Description	Unit	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Water Volumes							
Water Production	M Gals	4,115	4,235	4,370	4,493	4,624	4,747
Water Sales	M Gals	3,186	3,311	3,444	3,569	3,698	3,822
Water loss	M Gals	929	924	926	923	926	925
Non-Revenue Water	%	22.6%	21.8%	21.2%	20.6%	20.0%	19.5%
Customer Related							
Ending Connection	No.	68,549	70,375	72,202	74,026	75,852	77,679
CPC	Gals.	4,082.7	4,130.8	4,187.2	4,223.1	4,271.8	4310.9

7.4 Proposed Regulatory Changes

BWS proposes to reduce the current high number of disconnections by utilising technology to provide efficient reminder services for all those customers who have adequate security deposits but charge a late fee or finance charge when payments are not made by the due date. This avoids a major inconvenience caused to customers and is a frequent request made from them as it avoids the annoyance of being denied service which customers rely upon. Also this would be substantially less costly than disconnection to residential customers while saving the company from performing tens of thousands of unnecessary (disconnection/reconnections) jobs annually.

The company has recommended some regulatory changes to assist with this as well as some of the problems identified earlier in this report. A number of other changes to the regulations are proposed to facilitate the company in performing its functions. These are intended to help to facilitate customers, or to assist in reducing costs, or to add marginally to revenue. It is important to mention that some of these fees or charges are same from almost past 20 plus years. However, merely due to inflation cost of material and labour has increased in some cases up to four times.

Some of these are detailed in Appendix III and summarised briefly below.

1. Security Deposits – Increase security deposit from $50 to $75 to reduce bad debt and number of disconnections.

2. Late Fees and Finance Charges – to allow the use of these to reduce the requirement for disconnections. This can be discussed further and agreed with the PUC.

3. Water Theft/ Illegal Connection/Tempering Penalties – Allow to Implement heavy penalties on culprit(s) to reduce such occurrences to combat battle against NRW and be sustainable for long term. This can be discussed further and agreed with the PUC.

4. Wastewater Infrastructure fees –
   $1,695 does not reflect true cost of wastewater connection anymore. In the past, when streets were not concreted or paved, this cost was more applicable.

   Lately, due to several infrastructure development projects most of the streets in urban and suburban areas have been either paved or concreted. Coupled with high inflation, $1,695 does not reflect true sewer connection cost. We, therefore, request PUC to review this cost and allow to reflect actual ground reality in this matter. Further data can be provided for analysis.

5. Sewer Connection fees – Allow company to reflect true cost to collect and treat wastewater from individual connection.

6. Commercial Abstraction licenses – to define clear rules about abstraction within service areas.

7. Approve $6,000 and $10,000 per 100 feet of water main expansion as a contribution from BWS to residential customers for mainland and island customers respectively.

BWS is therefore requesting the PUC's consideration for these proposals for regulatory changes to be employed to help to further alleviate the company's position, reduce bad debts, reduce NRW, improve efficiency and reflect true picture of services being provided so it can better meet its obligations to stakeholders.

7.5 Proposed Tariff changes

The Business Plan forecasts indicate the need for tariff increases in order to provide sufficient revenues to support the business requirements.

BWS has presented a new tariff basket as part of this Business Plan. However, the company has data available with respect to customer consumption by customer type, location and type of service, as well as costs on production, distribution and other service-related costs.

Based on the forecast growth in the customer base, overall sales volume, and increase several cost categories, this Business Plan extrapolates the necessity for an initial average tariff increase of 20% in April 2026 for company to be operationally self-sustainable and allow to execute proposed Capital Expenditure.

It is accepted that the final tariff basket and other charges will be subject to review and discussion with the PUC before the issuing of the Final Decision. BWS will make all data required for the detail tariff analysis available to the PUC.

The overall effect of the requested tariff changes will be, along with projected growth, to increase the company's revenues sufficiently to cover all required costs, cash commitments and still fund much needed Capital Investment. For further information review an **independent Tariff Review Report** prepared by **Moore** in **October 2024**.

7.6 Main Targets

Some of the main targets identified as part of this Business Plan are listed below. These and other targets are expected to be finalised in conjunction with the PUC as part of the Review process.

Table – Main Targets identified in Business Plan

Description	Unit	2026/27	2027/28	2028/29	2029/30	2030/31
Revenues	S'000	75,042	78,652	82,061	85,708	88,998
Costs	S'000	(61,061)	(63,962)	(65,181)	(65,581)	(66,285)
Profits	S'000	13,981	14,690	16,880	20,127	22,713
Dividends	S'000	867	867	1734	1734	1734
Available Cash	S'000	39,955	43,084	39,141	33,897	33,030
Capital Expenditure	S'000	92,253	101,091	92,891	83,091	85,707
New Long Term Loans	S'000	20,000	0	0	0	0
Sales Volume	M Gals	3,311	3,444	3,569	3,698	3,822
Production Voume	M Gals	4,235	4,370	4,493	4,624	4,747
Overall NRW%	%	21.80%	21.20%	20.60%	20.00%	19.50%
Customer Count	No.	70,375	72,202	74,026	75,852	77,679

8 Summary, Conclusion and Recommendations

8.1 Summary

BWS is a responsible utility, managing the provision of products and services essential for the welfare, health and general wellbeing of the consumers and population within its service areas. The primary product, water, is not only an Essential Service, but also a 'social good'. The socio-economic welfare of the consumer base, and in fact, of the country, requires development of the infrastructure necessary to support provision of these services.

BWS is an efficient company, fast becoming a model for water utilities in the region, in terms of operations. However, the company is extremely cash short due to the fact that its revenues have been inadequate to provide sufficient financings to meet all its obligations plus provide for required expansion. The Company plans to continue to improve its efficiency of operations but needs additional revenue to perform capital investment to meet its mandate and its commitments.

The outcome of this Full Tariff Review Proceeding is critical to the long-term viability of the Company and to its performance over the course of the next five years.

8.2 Conclusion

The tariff review underscores the need for a balanced, fair, stable, cost based and non-discriminatory pricing structure that reflects the varying consumption behaviours of customers. With rising operational costs, driven by inflation, infrastructure demands, and the need for technological modernization, adjusting the tariff is essential to maintaining BWS's financial sustainability.

Key conclusions from the review include:

1. **Equity in Consumption-Based Pricing**: The proposed tariff increases ensure that customers are charged fairly based on their consumption levels, with incentives for responsible water use and penalties for excessive consumption.

2. **Revenue Generation for Investment**: The review highlights the need for increased revenue to fund critical infrastructure improvements, reduce BWS's debt, and invest in modernizing water production and distribution systems.

3. **Sustainability Focus**: The new tariff structure supports long-term sustainability goals by encouraging efficient water use, reducing Non-Revenue Water (NRW), and ensuring that revenue is reinvested into improving water services.

8.3 Recommendations:

Recommendations from the Business Plan Submission:

1) During the FFBP, BWS is planning to expend approximately BZD $130 million of capital improvements including sewer collection and treatment systems, water expansion projects, water supply projects, meter replacement, capital renewal and replacement, and similar projects. These projects are funded from a blend of tariff revenue, available reserves, additional debt, and Government of Belize (GOB) assistance.

2) The existing tariff levels will need to be adjusted within the FTP to fully fund the planned capital projects along with addressing inflationary cost increases and operating costs. This Business Plan forecasts an average tariff increase of 20.0% in April 2026 to obtain adequate revenue to cover expenditures.

3) A new tariff structure is recommended to simplify monthly bill calculations, encourage conservation, maintain water affordability, and better represent the various customer classes served by BWS. This modified tariff structure is proposed to be implemented April 1, 2026.

4) In order to minimize tariff increases, a revised schedule of miscellaneous charges is recommended for approval. This aims to recover a more significant portion of the actual cost from non-residential customers benefitting from the services. Charges to residential customers are recommended to remain the same.

In Closing, the tariff adjustments are critical to securing the financial health of BWS, ensuring high-quality water and wastewater services for customers and fostering sustainable water and wastewater management practices for the future.

As the company moves forward into this **fifth full business plan period**, the most fundamental issue is the requirement to balance the needs of all stakeholders, including providing affordable improvements and expansion in the water and wastewater service in Belize, securing water for future, mitigate against climate change, be prepared for or ready to mitigate situations created by natural disasters while ensuring both the medium- and long-term viability and sustainability of the company.

Should there be constraints in revenue, these would force reductions in capital expenditures which would be detrimental to consumers and prospective consumers and to the overall welfare of the nation.

BWS therefore requests that all critical parameters and assumptions included in this Business Plan Report be fully evaluated and that the impact of decisions on the customer base, and the society as a whole, be appraised holistically.

Appendices

Appendix I – Audited Financial Statements 2024/25

Appendix II – Proposed Capital Expenditure Listing

Appendix III – Description of Proposed Regulatory Changes

Appendix IV – Caribbean Water Study, Nov 2021, Water and Sanitation Dept, IDB

Appendix V –Tariff Review Report, October 2024, Moore, Independent Consultant's Report

Appendix VI – Escalation Memo, Nov 2022, Dilon Consulting Ltd, Independent Consultant

Appendix VII - Escalation Memo, Mar 2024, Dilon Consulting Ltd, Independent Consultant

Appendix I – Audited Financial Statements 2024/25

BELIZE WATER SERVICES LIMITED

Financial Statements

For the year ended 31 March 2025

Belize Water Services Limited

Index to the financial statements

Crowe Belize LLP
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Belize City, Belize
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Independent auditor's report to the shareholders of Belize Water Services Limited

Opinion

We have audited the accompanying financial statements of Belize Water Services Limited which comprise of the statement of financial position as of 31 March 2025 and the statements of comprehensive income, changes in equity and cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Belize Water Services Limited as of 31 March 2025, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of Belize Water Serviced Limited in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibility of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of Belize Water Services Limited to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the business or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we:

(i) exercise professional judgement and maintain professional skepticism throughout the audit.

(ii) identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(iii) obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

(iv) evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

(v) conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of Belize Water Services Limited to continue as a going concern. If we should conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause an entity to cease to continue as a going concern.

(vi) evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

(vii) obtain sufficient audit evidence regarding the financial information of Belize Water Services Limited to express an opinion on the financial statements. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Crowe Belize LLP

Crowe Belize LLP

30 June 2025

Belize Water Services Limited

Statement of financial position

As at 31 March

(In Belize dollars)

	Notes	2025	2024
Assets			
Non-current assets			
Property, plant and equipment	6	344,672,955	322,950,673
Intangible assets	7	5,595,582	5,768,218
Sinking fund investment	17	9,249,003	5,868,916
		359,517,540	334,587,807
Current assets			
Materials and supplies	8	9,255,756	9,675,174
Contract balances and other receivables	9	7,517,875	8,267,648
Cash and cash equivalents	10	25,157,049	37,122,104
		41,930,680	55,064,926
Total assets		**401,448,220**	**389,652,733**
Equity			
Capital and reserves attributable to equity holders of the Company			
Share capital	11	60,000,001	60,000,001
Contributed capital	12	11,714,281	11,714,281
Capital reserve	13	15,276,362	15,276,362
Revaluation reserve	14	53,551,307	53,551,307
Retained earnings		82,881,281	80,449,696
Total equity		223,423,232	220,991,647
Liabilities			
Non-current liabilities			
Capital contributions	15	48,577,085	41,362,399
Long-term borrowings	16	11,813,287	12,904,389
Deferred income	28	17,372,717	16,948,237
Debentures	17	80,569,000	80,569,000
		158,332,089	151,784,025
Current liabilities			
Current portion - borrowings	16	2,695,644	2,686,347
Trade and other payables	18	16,997,255	14,190,714
		19,692,899	16,877,061
Total liabilities		178,024,988	168,661,086
Total equity and liabilities		**401,448,220**	**389,652,733**

Approved on behalf of the Board of Directors and authorized for issue on July 10th, 2025

Signature of Director: _____ Signature of Director: _____

Name: Cornelio Acosta Name: Victor Rosado

See accompanying notes which are an integral part of these financial statements.

Belize Water Services Limited

Statement of comprehensive income

For the year ended 31 March
(In Belize dollars)

	Notes	2025	2024
Operating revenue	19	58,409,609	55,338,458
Other income	23	705,007	323,331
Gross revenue		59,114,616	55,661,789
Materials and other external costs	20	(6,759,490)	(6,057,608)
Staff costs	21	(17,213,807)	(15,653,259)
Other operating charges	22	(15,559,111)	(14,322,259)
Depreciation and amortization	27	(10,589,344)	(9,459,280)
Profit/(loss) on disposal of asset		24,743	(2,901)
Profit before interest and tax		9,017,607	10,166,482
Finance costs	24	(5,059,291)	(4,564,570)
Profit before tax		3,958,316	5,601,912
Business tax	25	(1,014,940)	(968,665)
Profit for the year		2,943,376	4,633,247
Total comprehensive income for the year		2,943,376	4,633,247
Basic earnings per share			
Basic earnings per share	26	0.07	0.12

Statement of changes in equity

For the year ended 31 March

(In Belize dollars)

	Attributable to equity holders of the Company					
	Share Capital	**Contributed capital**	**Capital reserve**	**Revaluation reserve**	**Retained earnings**	**Total**
At 1 April 2023	60,000,001	11,714,281	15,276,362	53,551,307	76,326,162	216,868,113
Profit for the year	-	-	-	-	4,633,247	4,633,247
Dividends declared (Note 32)	-	-	-	-	(509,713)	(509,713)
At 31 March 2024	60,000,001	11,714,281	15,276,362	53,551,307	80,449,696	220,991,647
At 1 April 2024	60,000,001	11,714,281	15,276,362	53,551,307	80,449,696	220,991,647
Profit for the year	-	-	-	-	2,943,376	2,943,376
Dividends declared (Note 32)	-	-	-	-	(511,791)	(511,791)
At 31 March 2025	60,000,001	11,714,281	15,276,362	53,551,307	82,881,281	223,423,232

Statement of cash flows

For the year ended 31 March
(In Belize dollars)

	Notes	2025	2024
Cash flows from operating activities			
Profit for the year		2,943,376	4,633,247
Adjustments for:			
-depreciation and amortization		10,589,344	9,459,280
-(gain)/loss on disposal of property, plant and equipment		(24,743)	2,901
-impairment allowance	9	(16,000)	(1,016,000)
		13,491,977	13,079,428
Changes in working capital:			
-contract balances and other receivables	9	765,773	605,586
-materials and supplies	8	419,418	4,203,671
-trade and other payables	18	2,806,541	2,314,620
Cash generated from operating activities		17,483,709	20,203,305
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(32,072,020)	(27,565,572)
Intangible asset projects	7	(1,336,972)	(1,259,833)
Contributions to fixed assets	15	8,005,759	3,186,650
Proceeds from sale of property, plant and equipment		503,672	130,523
Investments	17	(3,380,087)	(1,166,177)
Net cash (used in) investing activities		(28,279,648)	(26,674,409)
Cash flows from financing activities			
Dividends	32	(511,791)	(509,713)
Proceeds from loan	16	1,400,000	-
Repayment of borrowings	16	(2,481,805)	(2,686,348)
Increase/(decrease) in deferred income	28	424,480	(64,425)
Issuance of debentures		-	40,000,000
Net cash provided by financing activities		(1,169,116)	36,739,514
Net (decrease)/increase in cash and cash equivalents		(11,965,055)	30,268,410
Cash and cash equivalents, beginning of period	10	37,122,104	6,853,694
Cash and cash equivalents, end of period		25,157,049	37,122,104
Comprised of:			
Cash on hand		23,450	22,641
Bank balances		14,780,538	14,738,442
Short-term deposits		10,353,061	22,361,021
		25,157,049	37,122,104

1. General information

Belize Water Services Limited (BWSL) ("Company") was incorporated by the Government of Belize (GOB) on 22 January 2001 as the successor Company to the Water and Sewerage Authority ("WASA"). The Company was vested with the assets and liabilities of WASA on 23 March 2001 and is majority owned by GOB.

The Company is the monopoly water and sewerage utility for the country of Belize, serving all the municipalities of the country as well as some 44 villages which are comprised of over 66,200 connections or approximately 270,000 consumers. The registered office is at 7 Central American Boulevard, Belize City, Belize.

2. Summary of significant accounting policies

Basis of preparation

The financial statements of the Company have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) under the historical cost convention, as modified by the revaluation of land and buildings.

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results could differ from those estimates.

Foreign currency translation

Functional and presentation currency
Items included in the financial statements are measured using the currency of the economic environment in which the Company operates (“functional currency”). The financial statements are presented in Belize dollars, which is the Company’s functional and presentation currency.

Transactions and balances
Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Transactions in United States currency and balances at each year-end have been converted to Belize currency at the rate of U.S. $1.00 to BZ $2.00. Currency transaction gains and losses are reflected in earnings.

Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

2. Summary of significant accounting policies (continued)

Property, plant and equipment (continued)

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to reduce their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

Buildings	5-40 years
Furniture, fixtures and office equipment	5 years
Computer software	3-5 years
Motor vehicles	5 years

If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of an asset, the depreciation of that asset is revised prospectively to reflect the new expectations.

Maintenance and repairs are expensed as incurred. Extensive modifications and improvements to fixed assets are capitalized and written off together with the asset to which the work is related over its remaining useful economic life. The cost and accumulated depreciation of assets sold or retired are eliminated from the accounts and gain or loss on disposal is included in income.

Materials and supplies

Materials and supplies are stated at the lower of cost and net realizable value. Cost is calculated using the weighted average method. Net realizable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

Contract rights

Contract rights are amounts due from customers for services performed or goods sold in the ordinary course of business and are stated at their amortized cost less any allowances for doubtful receivables. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

The loss allowance is calculated based on lifetime expected credit losses including future expectations associated with the financial impact of the COVID-19 pandemic. Loss allowance for contract balances is $325,000 for the year ended 2025. The carrying amount of current receivables is considered to be the same as their fair value, given their short-term nature.

Financial assets

The Company classifies its financial assets in the following categories: at fair value through profit or loss, loans and receivables, and available for sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

2. Summary of significant accounting policies (continued)

Financial assets (continued)

Financial assets at fair value through profit or loss
Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term.

Loans and receivables
Loans and receivables are non-derivative financial assets with fixed or determinable payments. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

Available-for-sale financial assets
Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any other category. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months of the end of the reporting period.

Recognition and measurement

Regular purchases and sales of financial assets are recognized on the date on which the Company commits to purchase or sell the asset. Investments are initially recognized at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognized at fair value, and transaction costs are expensed in the income statement. Financial assets are derecognized when the rights to receive cash flows from the investments have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership. Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value. Loans and receivables are subsequently carried at amortized cost using the effective interest method.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

Impairment of financial assets

Assets carried at amortized cost
The Company assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after recognition of the asset (a “loss event”) and that loss event has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

2. Summary of significant accounting policies (continued)

Impairment of financial assets (continued)

Assets carried at amortized cost (continued)
Evidence of impairment may include indications that the debtors, or a group of debtors, is experiencing significant financial difficulty, the probability that they will enter bankruptcy or other financial reorganization, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For receivables, the amount of the loss is measured as the difference between the asset's carrying amount and present value of estimated future cash flows. The carrying amount of the asset is reduced and the amount of the loss is recognized in the profit or loss.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the reversal of the previously recognized impairment loss is recognized in the profit or loss.

Borrowings and borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

Related parties

An entity is related to the Company, if:

(i) directly, or indirectly through one or more intermediaries, the entity controls, is controlled by, or is under common control with, the Company (this includes parents, subsidiaries and fellow subsidiaries); has an interest in the Company that gives it significant influence over the company; or has joint control over the Company;

(ii) the entity is an associate of the Company;

(iii) the entity is a joint venture in which the Company is a venturer;

(iv) the entity is a member of the key management personnel of the Company or its parent;

(v) the entity is a close member of the family or any individual referred to in (i) or (iv);

2. Summary of significant accounting policies (continued)

Related parties (continued)

(vi) the entity is the Company that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (iv) or (v); or

(vii) the entity is a post-employment benefit plan for the benefit of employees of the Company, or of any Company that is a related party of the Company.

A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged.

Government grants and other contributions

Government grants
Government grants received for capital expenditure which have not yet been utilized by the Company are initially recorded as deferred income and recognized in profit or loss on a systematic basis over the useful life of the associated assets. These grants are in the form of loan repayments made by Government on behalf of the Company. Government grants are stated at fair value.

Other contributions
Other contributions received from third parties towards capital projects are deducted in calculating the carrying amount of the asset. Other contributions are recorded as other income or amortized.

Trade and other payables

Trade payables are measured on initial recognition at the fair value of the consideration received less directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortized cost using the effective interest rate method.

The average credit period on purchases of goods approximates 122 days (2024: 108 days). No interest is charged on overdue payables; the Company has financial risk management policies in place to ensure all payables are paid within the agreed credit terms. Fair value of trade and other payables is considered to be the same as carrying value given the short-term nature of the liability.

Security deposits

Security deposits are recognized as a liability upon activation of new customer accounts. Security deposits are applied to accounts in arrears after Management has deemed the account as non-billable after a suitable timeframe has elapsed during which the Company has actively pursued collection without recourse. Security deposits net of arrears are refunded upon closing of the account.

2. Summary of significant accounting policies (continued)

Liability provisions

Liability provisions are recognized when the Company has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation.

Revenue from contracts with customers

The Company is in the business of producing and selling potable water and providing ancillary services to the general public. Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods and services. The Company acts as principal in its revenue arrangements, because it controls the goods or services before transferring them to the customer. The Company complies with IFRS 15, Revenue from Contracts with Customers.

Other income

Other income includes interest income which is recognized using the effective interest method.

Pension costs

The Company operates a defined contribution pension scheme. A defined contribution scheme is a post-employment scheme under which an entity and employees pay fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. The contributions payable under the defined contribution schemes are charged to the income statement in the periods during which services are rendered by employees.

Dividends

Dividend distributions to the Company’s shareholders is recognized as a liability in the period in which the dividends are declared by the Company's Board of Directors.

Impairment of non-financial assets

At each reporting date, the Company reviews the carrying amounts of tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

2. Summary of significant accounting policies (continued)

Impairment of non-financial assets (continued)

If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognized as an expense immediately, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease. Where an impairment loss subsequently reverses (except for goodwill), the carrying amount is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized in prior years.

A reversal of an impairment loss is recognized as income immediately, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Financial instruments

a. *Recognition and derecognition of financial instruments*
Financial instruments, other than derivative financial instruments, are recognized on the Company's statement of financial position when the Company becomes a party to the contractual provisions of the instrument.

Financial assets that are regularly purchased or sold are recognized using the trade date that the Company commits to purchase or sell.

Financial instruments that are not trade receivables are initially measured at fair value, which generally equates to acquisition cost, which includes transaction costs for financial instruments not subsequently measured at fair value.

Contract balances are recognized at transaction cost, if they do not contain a significant financing element (IFRS 15). Note 4 provides additional information.

Financial assets are derecognized when:
- The contractual rights to cash flows from the financial asset expire, or
- The asset is transferred such that contractual rights to cash flows of the assets and the risks and rewards of ownership are transferred.

On derecognition, the Company recognizes the differences between carrying amount and consideration in profit or loss.

Financial liabilities are derecognized when, and only when the obligation specified in the contract is discharged or cancelled or expires. The gain or loss between the carrying value and amount paid is recognized in profit or loss.

If the terms of an existing financial liability are substantially modified, this will be considered to meet the criteria for derecognition of the original liability, and a new financial liability is recognized.

2. Summary of significant accounting policies (continued)

Financial instruments (continued)

b. *Classification and subsequent measurement of financial assets*
Measurement of financial assets depends on the classification, which is determined by the business model for holding the asset and characteristics of its cash flows.

i. Amortized cost
Assets measured at amortized cost are held for the purpose of obtaining contractual cash flows such as trade receivables including contract assets. Interest, when applicable, is calculated using effective interest method and included in finance income in profit or loss. Impairment is presented in a separate line in profit or loss.

ii. Fair value through other comprehensive income (FVOCI)
If in addition to above, if the business model also includes selling the assets, then these assets are measured at fair value with changes in fair value flowing through OCI. Impairment is included in profit or loss and reduces/increases the fair value gain/loss recognized in OCI reserve.

On derecognition, gains and losses are charged to profit or loss and included in other gains/ losses.

iii. Fair value through profit or loss (FVTPL)
Assets that do not meet the criteria above are measured as FVTPL with changes in fair value presented in other gains/ losses.

For equity investments that the Company considers to be long term strategic investments, the Company has taken the election in IFRS 9 to present the changes in fair value through other comprehensive income. Unlike ii) above however, on sale of investments, the cumulative OCI gain/ loss will be transferred within equity and will not be charged through profit or loss.

c. *Classification and measurement of financial liabilities*
Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangement.

Financial liabilities
The Company's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortized cost using the effective interest method, with interest expense recognized on an effective yield basis, within finance costs in the statement of comprehensive income.

The Company derecognizes financial liabilities when the obligations of the Company are discharged, cancelled or have expired.

Financial assets and financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instrument.

2. Summary of significant accounting policies (continued)

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognized as a deduction from equity, net of any effects.

Intangible assets

Intangible assets are measured at cost less accumulated amortization and impairment losses. Amortization is calculated on a straight-line basis over the estimated useful lives of the assets. Contractual rights acquired regarding the purchase of Consolidated Water (Belize) Limited (CWBL) is amortized over 7 years which was the remaining life of the "New Agreement for the Provision of Water from a Seawater Desalination Plant" between BWSL and CWBL. Contractual rights are presented at cost less amortization and impairment losses. With control of the contract with CWBL, BWSL gained synergies to more efficiently manage the increasing demand for potable water supply from the residents and businesses of Ambergris Caye. During 2020, CWBL was liquidated and the contractual rights were effectively transferred to BWSL retaining the synergies as described herein to continue to the benefit of the Company. (See also Note 7)

Subsequent events

The Company has evaluated subsequent events for recognition and disclosure through 30 June 2025 which is the date of the audit report.

3. Financial risk management

The Company's activities expose it to financial market risk, capital risk, liquidity risk, credit risk and operational risk. The overall risk management of the Company focuses on ensuring business continuity.

Market risk

Market risk is the risk that the value of a financial asset may be reduced because of changes in interest rates, currency exchange rates, stock prices, and other financial variables, as well as the reaction of market participants to political and economic events, whether by latent losses, as well as potential profits. Management's objective is to manage market risk and monitor the risk exposures within acceptable parameters so as to optimize rates of return.

Capital management risk

Capital management objectives, policies and approach

- The Company has established the following capital management objectives, policies and approach to managing the risks that affect its capital position:

- To maintain the required level of stability of the Company thereby providing a degree of security to shareholders.

3. Financial risk management (continued)

Capital management risk (continued)

Capital management objectives, policies and approach (continued)

- To allocate capital efficiently and support the development of business by ensuring that returns on capital employed meet the requirements of its capital providers and of its shareholders.

- To retain financial flexibility by maintaining strong liquidity.

- To align the profile of assets and liabilities taking account risks inherent in the business.

- To maintain financial strength to support new business growth and to satisfy the requirements of shareholders, regulators and stakeholders.

- To maintain healthy capital ratios in order to support its business objectives and maximize shareholder value.

Approach to capital management

The Company seeks to optimize the structure and sources of capital to enable it to consistently maximize returns to its shareholders.

The Company's approach to managing capital involves managing assets, liabilities and risks in a coordinated way, assessing shortfalls between reported and required capital levels on a regular basis and taking appropriate actions to influence the capital position of the Company in the light of changes in economic conditions and risk characteristics. An important aspect of the Company's overall capital management process is the setting of targets which are aligned to performance objectives and facilitate the Company's focus on the creation of value for shareholders.

The primary sources of capital used by the Company are equity shareholders' funds and borrowings.

The capital requirements are forecast periodically, and approvals are made by the Board.

The Company has had no significant changes in its policies and processes to its capital structure during the past year.

The Company has enacted appropriate policies to assist expanding its operations to future development within the urban and rural areas in the country of Belize. Developers are required to contribute to infrastructural works that ease the financial burden of expansion on the Company's resources. The Company operates under a monopoly license until 19 March 2026 which provides appropriate safeguards against political and economic events.

3. Financial risk management (continued)

Approach to capital management (continued)

Gearing ratio
The gearing ratio, a measure of financial leverage between equity capital funding versus debt financing, at the end of reporting period was as follows:

	2025	2024
Debt (i)	97,057,714	96,159,736
Cash and cash equivalents	(25,157,049)	(37,122,104)
Net debt	71,900,665	59,037,632
Equity (ii)	223,423,232	220,991,647
Gearing ratio	32%	27%

(i) Debt is defined as long-term borrowings and current portion of long-term borrowings.

(ii) Equity includes all capital and reserves of the Company that are managed as capital.

Liquidity risk

Liquidity risk is defined as the risk that the Company may encounter difficulties in obtaining funds to meet its commitments and obligations on time. Ultimate responsibility for liquidity risk management rests with the Board of Directors, which monitors the availability of liquid funds.

Credit risk

The Company's exposure to credit risk is the risk that a financial loss may take place if customers fail to meet their obligation arising mainly from credit sales. As at 31 March 2025 and 31 March 2024 the Company's trade receivables are concentrated within the country of Belize. GOB continues to be the largest customer with an outstanding balance as of 31 March 2025 of $199,157 (2024 - $245,745).

Operational risk

Operational risk is the risk of the potential loss, directly or indirectly, related to the processes of the Company, human resources, technology, infrastructure and other external factors that are not related to credit, market or liquidity risks, such as those arising from legal and regulatory requirements and the application of generally accepted corporate standards.

The objective of the Company is to manage operational risk in order to avoid financial losses and damage to the Company's reputation.

3. Financial risk management (continued)

Operational risk (continued)

The structure to manage operational risk has been designed to segregate duties among owners, executors, control areas and areas in charge of compliance with policies and procedures. In order to establish such methodology, the Company has assigned resources to strengthen internal control and organizational structure allowing independence among business areas, risk control and record keeping. It includes a proper operational segregation of duties in recording, reconciliation and authorization which are documented through policies, processes, and procedures that include control and security standards.

The Internal Audit Department through its activities monitors compliance with control procedures and the severity of the related risks.

The Board of Directors and the Audit Committee have jointly assumed an active role in the identification, measurement, control and monitoring of operational risks and is responsible for understanding and managing these risks.

4. Critical accounting estimates and judgments

In the implementation of the Company's accounting policies, Management used the following judgements that have the most significant effect on the amounts recognized in the financial statements.

Useful lives of property, plant and equipment

The estimated useful lives for the current and comparative years of significant items of property, plant and equipment are as follows:

Category	Years
Freehold and leasehold property	25 to 40 years
Plant and equipment	3 to 10 years
Infrastructure	Up to 75 years

Fair value measurements and valuation processes

The methodology used to revalue buildings was the estimated market value rates per square foot as provided by an independent consultant. The methodology for the revaluation of the water infrastructure assets utilized an average installation cost per foot, based on a costing breakdown which included pipes and fittings, bedding and restoration material, labor and supervision. Since the Company's engineering staff are the only available local personnel with the necessary expertise to conduct water infrastructure valuations, the team was responsible for the inspection and field work of this exercise. Where the installation dates were not known, reasonable estimates of the remaining useful life were determined using the condition of the asset.

4. Critical accounting estimates and judgments (continued)

Impairment of property, plant and equipment

At each reporting date the Company's Management assesses whether there is any indication of impairment of property, plant and equipment. If at least one such indication exists, Management estimates the recoverable amount of assets, which is calculated as the higher of fair value less costs to sell and the value in use. An asset's carrying amount is written down to its recoverable amount and the difference is charged as impairment loss immediately to profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease. If the circumstances change and management decides that the value of property, plant and equipment and capital construction-in-progress has increased, the provision for impairment will be fully or partially reversed.

Impairment allowance in respect of contract balances and other receivables

Receivables are presented on the statement of financial position net of impairment allowance. The Company records an allowance for estimated uncollectible accounts in an amount approximating anticipated losses.

Impairment of contract rights

In accordance with IAS 36, Management, makes an annual assessment of the current net value of contract rights associated with the acquisition of CWBL in 2019. Assessed impairment losses are recognized as a loss whenever it is determined that the current asset value, net of amortization, is less than the remaining future value of obligations under the original contract by CWBL.

5. Application of new and revised International Financial Reporting Standards (IFRSs)

The Company adopts newly issued accounting standards and amendments in the year stipulated for adoption to the extent they are relevant to the Company’s operations. The Company may adopt a newly issued standard or amendment if early adoption is permitted. The effect of adoption, if material, is disclosed in the financial statements.

Recently adopted accounting standards and amendments

Effective fiscal 2025, the Company adopted the following new and revised standards which did not have a material impact on the financial statements:

IAS 1Classification of Liabilities with Covenants
The amendments improve information about long-term debt with covenants to enable financial statements users to understand the risks of loans becoming repayable within twelve months of the reporting period.

5. Application of new and revised International Financial Reporting Standards (IFRSs) (continued)

Recently adopted accounting standards and amendments (continued)

IFRS S1 and IFRS S2 Disclosure of Sustainability-related Financial Information
The amendments set out general requirements for a complete set of sustainability-related financial disclosures and requires disclosure of adoption status about sustainability-related risks and opportunities across an entity's value chain.

IFRS 7 Financial Instruments Disclosures
The amendments require disclosure of information about the significance of financial instruments to an entity and the nature and extent of risks arising from those financial instruments in qualitative and quantitative terms.

IFRS 16 Lease Liability in a Sale and Leaseback
The amendments add significant measurement requirements for sale and leaseback transactions and requires an entity to explain how it accounts for sale and leaseback after the date of a transaction.

Recently issued accounting standards and amendments

The Company is considering the relevance and possible impact of the following accounting standards and amendments stipulated for adoption in fiscal 2026:

IAS 21 Lack of Exchangeability
The amendment applies to an entity when it has a transaction or operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose.

IFRS 9 and IFRS 7 Classification and Measurement of Financial Instruments
The amendments clarify (a) requirements for recognition and derecognition of some financial assets and liabilities (b) whether a financial asset meets the solely payments of principal and interest (SPPI) criterion (c) new disclosures for certain instruments with contract terms that can change cash flows (d) disclosures for equity instruments designated at fair value through other comprehensive income.

IFRS 18 Presentation and Disclosure in Financial Statements
The amendment relates primarily to the structure of the statement of profit or loss and requires disclosure of certain profit or loss management defined performance measures reported outside an entity's financial statements.

IFRS 19 Subsidiaries without Public Accountability: Disclosures
The amendment enables an entity that does not have public accountability and has an ultimate or intermediate parent that complies with full IFRS disclosures to apply reduced disclosure requirements to balance the need of users with the cost savings for preparers.

6. Property, plant and equipment

	Freehold and leasehold property	Plant and equipment	Infrastructure	Construction in progress	Total
Cost or valuation					
At 1 April 2024	58,052,461	107,930,658	231,312,022	9,644,615	406,939,756
Additions	4,150	4,048,763	13,273	28,005,834	32,072,020
Transfers	2,596,088	8,755,711	21,678,016	(33,029,815)	-
Disposals	-	(1,942,455)	-	-	(1,942,455)
At 31 March 2025	60,652,699	118,792,677	253,003,311	4,620,634	437,069,321
Accumulated depreciation					
At 1 April 2024	(3,587,990)	(48,622,788)	(31,778,305)	-	(83,989,083)
Charge	(488,381)	(5,360,650)	(4,021,778)	-	(9,870,809)
Disposals/reclass	-	1,463,526	-	-	1,463,526
At 31 March 2025	(4,076,371)	(52,519,912)	(35,800,083)	-	(92,396,366)
Net book value					
At 31 March 2025	56,576,328	66,272,765	217,203,228	4,620,634	344,672,955
At 31 March 2024	54,464,471	59,307,870	199,533,717	9,644,615	322,950,673

As at 31 March 2025, the Company maintains insurance coverage for commercial fire associated perils and burglary including catastrophic perils over buildings, plant and equipment, and water tanks countrywide valued at $87,780,639 (2024 - $69,888,281).

7. Intangible assets

	Contractual rights
Cost or valuation	
At 1 April 2024	11,581,626
Additions	1,336,972
At 31 March 2025	12,918,598
Accumulated amortization	
At 1 April 2024	(5,813,408)
Charge	(1,509,608)
At 31 March 2025	(7,323,016)
Net book value	
At 31 March 2025	5,595,582
At 31 March 2024	5,768,218

8. Materials and supplies

	2025	2024
Pipework and appurtenances	8,276,154	8,484,500
Spares and consumables	359,034	264,217
Fuel and chemicals	524,481	876,408
Office supplies	96,087	70,151
	9,255,756	9,695,276
Less: Provision for obsolete materials and supplies	-	(20,102)
	9,255,756	9,675,174

9. Contract balances and other receivables

	2025	2024
Contact balances with customers	2,752,459	3,731,222
Allowance for doubtful debts	(325,000)	(341,000)
	2,427,459	3,390,222
Other receivables	2,021,972	2,109,409
Prepayments	3,068,444	2,768,017
	7,517,875	8,267,648

Allowance for doubtful debts consist of the following:

	2025	2024
Allowance, beginning of the year	341,000	1,357,000
Increase/(decrease) in allowance	451,599	(462,308)
Write-offs	(467,599)	(553,692)
Provision, end of the year	325,000	341,000

The Company has adopted the simplified approach for measuring the impairment of contract balance receivables as outlined in IFRS 9. The loss allowance is calculated on the basis of lifetime expected credit losses. To measure the expected credit losses, management has used historic ageing data of the value of actual contract write-offs as a percentage of outstanding balances.

The loss allowance is estimated as follows:

2025	**0-30**	**31-60**	**61-90**	**90+**	**Total**
Expected credit loss %	0%	0%	90%	90%	
Gross carrying amount of contract balances	2,555,202	55,156	9,449	361,111	2,980,918
Lifetime expected loss	-	-	-	325,000	325,000

2024	**0-30**	**31-60**	**61-90**	**90+**	**Total**
Expected credit loss %	0%	0%	90%	90%	
Gross carrying amount of contract balances	2,872,928	202,918	54,842	378,889	3,509,577
Lifetime expected loss	-	-	-	341,000	341,000

10. Cash and cash equivalents

	2025	2024
Current accounts	14,780,538	14,738,442
Short-term fixed deposits	10,353,061	22,361,021
Cash on hand	23,450	22,641
	25,157,049	37,122,104

Short-term deposits are amounts held at commercial banks which mature within 365 days and earn 0.25% to 3% interest per annum.

11. Share capital

	2025	2024
Authorized		
66,666,666 ordinary shares of $1.50 each	100,000,000	100,000,000
1 Special Rights Redeemable Preference Share	1	1
	100,000,001	100,000,001
Issued and fully paid		
40,000,000 ordinary shares of $1.50 each	60,000,000	60,000,000
Special Rights Redeemable Preference Share	1	1
	60,000,001	60,000,001

	2025	2024
Ordinary shares outstanding are held as follows:		
Government of Belize	82.59%	82.59%
Social Security Board	10.00%	10.00%
Others	7.41%	7.41%
	100.00%	100.00%

Special Rights Redeemable Preference Share

The Special Rights Redeemable Preference Share, owned by GOB, has the following rights:

As to income
The Special Share shall not be entitled to participate in any dividends or other distributions by the Company.

As to redemption
The holder of the Special Share may require the Company to redeem the Special Share at par at any time by serving written notice upon the Company and delivering the relevant share certificate to the Company. Any redemption shall be subject to the provisions of the Statutes and the Articles of the Company.

As to further participation
The Special Share shall not entitle the holder thereof to participate in the profits or assets of the Company beyond such rights as are expressly set forth in the Articles of Association no. 4.

As to voting
The holder of the Special Share shall be entitled to receive notice of, and to attend and speak, at any general meeting or any meeting of any class of shareholders of the Company but the Special Share shall carry no right to vote or any other rights at any such meeting.

As to purchase and transfers
The Company shall not purchase (but may redeem as set out above) the Special Share. The Special Share may be transferred only to a Minister of GOB or any person acting on the written authority of GOB.

11. Share capital (continued)

Special Rights Redeemable Preference Share (continued)

As to appointment of Directors
1. The holder of the Special Share shall have the right from time to time:

a. To appoint any person who is not an existing director; or
b. To nominate any existing director (with the consent of the director concerned) to be a director of the Company ("Government Appointed Director") but so that there shall not be more than two Government Appointed Directors at any time. The holder of the Special Share may remove one or both of the same or terminate the nomination and appoint or nominate another or others in their place.

2. At any time during which the Social Security Board is the holder of Ordinary Shares amounting to 10% or more of the issued share capital of the Company the holder of the special share may appoint any Government Appointed Director as a Chairman of the Board and at any time thereafter may terminate such appointment by notice in writing.

12. Contributed capital

Represents amounts contributed by GOB, the majority shareholder.

13. Capital reserve

Upon vesting on 23 March 2001, net assets of WASA totaling $75,276,362 were received as consideration for the shares allotted by GOB totaling $60,000,001 resulting in a capital reserve of $15,276,362. This capital reserve was transferred to the Company upon formation.

14. Revaluation reserve

	2025	2024
Beginning balance	53,551,307	53,551,307
	53,551,307	53,551,307

In 2020, Management obtained ten independent appraisals dated 13 March 2020, for several parcels of land located in San Pedro, Belize. Management is in process of obtaining land titles where appropriate for these properties through the Belize Ministry of Natural Resources and Lands Registry and Land Titles Unit. The valuations were deemed necessary to establish a lease at current fair market value. Appraisals were obtained from the certified appraisal firm of Mitchell-Moody Associates, Belize. Land valuations were derived based on a comparative sales basis using square footage values for similar properties recently sold in San Pedro. The revaluation reserve was increased by $22,322,850 for these ten properties.

14. Revaluation reserve (continued)

An additional appraisal from Mitchell-Moody Associates was obtained in the amount of $977,500 for land acquired in the acquisition of CWBL in 2019. The appraised value of this land was reallocated from contract rights as this intangible asset was originally valued at the time of acquisition without consideration of this acquired property. Note 4 discusses the impact of this transaction in further detail.

Driven by written requests from the Public Utilities Commission (PUC), the fixed asset revaluation exercise commenced in September 2014. A consultant was hired to collate all findings and develop a detailed asset register by asset type, location, value, date acquired and remaining useful life among other specifications. The Board of Directors approved the proposal by Management to employ the valuation method for water infrastructure and buildings. As a result of the revaluation exercise, there was a total net gain of $30,670,741. This breakdown includes $1,685,277 on buildings and $28,985,464 on water infrastructure assets. In 2017 a part of water infrastructure assets was revalued for the total net gain of $686,792.

15. Total contributions and total amortizations

	2025	2024
Capital contributions:		
Beginning balance	47,188,429	44,001,779
Additions	8,005,759	3,186,650
	55,194,188	47,188,429
Capital contribution amortization:		
Beginning balance	(5,826,030)	(5,077,461)
Amortization	(791,073)	(748,569)
	(6,617,103)	(5,826,030)
Capital contributions - net	48,577,085	41,362,399

Capital contributions represent contributions and grants by customers and GOB towards installation and capital projects associated with maintaining infrastructure for the delivery of water to customers of the Company. Capital Contributions are amortized over the useful life of the relevant asset.

16. Long-term debt

	2025	2024
(i) Caribbean Development Bank #10	1,836,757	2,283,633
(ii) Caribbean Development Bank #5	1,753,186	1,979,403
(iii) Belize Wastewater Revolving Fund	1,040,329	1,549,198
(iv) Caribbean Development Bank #22	8,478,659	9,778,502
(v) IDB 5754	1,400,000	-
	14,508,931	15,590,736
Less: current portion	(2,695,644)	(2,686,347)
	11,813,287	12,904,389

16. Long-term debt (continued)

The loans are payable as follows:

	2025	2024
Within 1 year	2,695,644	2,686,347
Within 2 to 5 years	8,790,414	11,407,166
Over 5 years	3,022,873	1,497,223
	14,508,931	15,590,736

(i) Unsecured $27,660,000 Caribbean Development Bank loan #10 guaranteed by GOB repayable by quarterly instalments. Average interest rate on the loan was 2.5% per annum for the year ended 31 March 2024. The loan has varying maturity dates in 2028 and 2031.

(ii) Unsecured $16,800,000 Caribbean Development Bank loan #5 guaranteed by GOB repayable by quarterly instalments. Average interest rate on the loan was 5.46% per annum for the year ended 31 March 2024. The loan has a final maturity date in 2032.

(iii) Unsecured loan (Belize Wastewater Revolving Fund) with Government of Belize, under the GRT/FM-12724-RG grant from Inter-American Development Bank, repayable by quarterly instalments. Average interest rate on the revolving loan is 2% per annum. The loan has maturity date in 2027.

(iv) Unsecured loan #22 of USD 8,517,000 was signed between Caribbean Development Bank, and the Company on 25 September 2018. The purpose of this loan is to fund the 1) purchase of 100% of shares of CWBL from Consolidate Water Co. Ltd., a Cayman Island corporation, 2) expand the related water treatment plant and 3) invest in other related improvement projects. The loan is guaranteed by GOB. The loan is repayable in quarterly instalments after 2 years of expiry of the grace period at an interest rate of 4.5% per annum. Interest capitalization as agreed was USD $130,235 (BZD $262,750). A total of USD $102,887 draw down was made in fiscal year ended 31 March 2025. Principal payments commenced October 2020.

(v) Unsecured Loan Contract #5754/OC-BL from Inter-American Development Bank (IDB) for USD$5,000,000.00 was signed by IDB and the Company for the Water Supply and Modernization Program on November 23, 2023. This loan is guaranteed by GOB. The Loan is repayable in 40 semiannual installments after 4 years of expiry of grace period at an interest rate based on the SOFR index last published. As of March 31, 2025, the first drawdown on the loan of BZD$1,400,000.00 has been made.

17. Debentures

Series 1 Debentures
Under terms of the prospectus dated October 2020, the Company issued a $50 million debenture offering on 2 October 2020. Debenture proceeds were targeted to be used for repayment of a loan from the Social Security Board, which was fully repaid in financial year 2021, and future capital projects for improving the quality of the water treatment and distribution system. Semi-annual interest payments will be made each 30th of December and June.

17. Debentures (continued)

Series 1 Debentures (continued)
The Central Bank of Belize (CBB), as fiscal agent, manages the debenture's associated sinking fund account. The Company is responsible for ensuring that the sinking fund is adequately funded prior to the dates on which principal and interest are due. Sinking fund terms require an initial payment of $1,000,000 on 31 October 2021. A second payment equivalent to four payments of $375,000 or $1,500,000 is to be followed by quarterly transfers of $1,101,369.29 thereafter. The schedule also assumes interest earnings of 1% on account totaling an estimated $1,723,813 for total accumulation of $40,569,000 by maturity date of December 2030.

Series 2 Debentures
The Company issued a $40 million Debenture Series II offering in June 2023. Debenture proceeds were targeted to be used for the purpose of enabling the Company to invest in continued asset expansion and improvement, to be fully repaid in financial year 2034. Semi-annual interest payments are to be transferred in the respective months of August and February within 10 working days of the due date. CBB, as fiscal agent, will manage the debenture's associated sinking fund account. The Company is responsible for ensuring that the sinking fund is adequately funded prior to the dates on which principal and interest are due. Sinking fund terms require an initial payment of $1,000,000 on 30 June 2024 and a second payment of two million ($2,000,000) in year two. A third payment of three million ($3,000,000) in year three. Thereafter, quarterly payments of $1,302,041.19 are to be made until June 2033. The schedule also assumes interest earnings of 1% on account totaling an estimated $1,448,970.20 for total accumulation of $40,000,000 by maturity date of August 2033.

	Rate of	Maturity	2025	2024
Series 1 Debentures	6.25%	31-Dec-30	40,569,000	40,569,000
Series 2 Debentures	4.5%	31-Aug-33	40,000,000	40,000,000
			80,569,000	80,569,000

	2025	2024
Sinking fund	9,249,003	5,868,916
	9,249,003	5,868,916

18. Trade and other payables

	2025	2024
Trade payables	5,315,517	4,413,163
Security deposits	4,359,008	3,948,473
Accrued expenses	1,349,097	1,303,878
Interest payable	1,033,764	981,041
Dividend payable	872,396	840,540
Other payables	2,820,755	1,624,025
Contract retentions payable	1,204,286	1,000,736
Taxes payable	42,432	78,858
	16,997,255	14,190,714

19. Revenue from contracts with customers

The Company's revenue from contracts with customers are as follows:

	2025	2024
Water charges	56,594,995	53,587,674
Water connection charges	555,380	538,056
Water infrastructure charges	555,477	423,165
Services income	107,327	118,771
Other water sales	172,426	174,849
Late payment charges and penalties	485,585	574,622
Sewerage connection charges	76,102	56,627
Bad debt recovery	62,401	38,171
Discount – measured water sales	(200,084)	(173,477)
	58,409,609	55,338,458

20. Materials and other external costs

	2025	2024
Electricity costs	4,577,795	4,361,541
Plant running costs	135,094	285,083
Chemical expenses	1,921,451	1,299,091
Meter reading costs	125,150	111,893
	6,759,490	6,057,608

21. Staff costs

	2025	2024
Salaries and wages	11,838,411	10,613,424
Allowances	1,119,884	1,054,883
Other staff costs and grants	1,303,083	1,148,331
Pension Plan contribution	1,017,597	917,320
Company health insurance	790,536	752,238
Social security expense	597,548	537,581
Training and recruitment	506,176	553,852
Redundancy costs	40,572	75,630
	17,213,807	15,653,259

22. Other operating charges

	2025	2024
Repairs and maintenance	6,911,759	7,174,747
Security	2,190,666	1,846,405
Licenses and taxes	798,887	703,141
Office supplies and sundries	804,484	646,923
Meeting costs	577,684	646,352
Collection fees	541,588	467,548
Telephone	447,613	439,775
Travel	341,080	451,387
Insurance	516,692	419,485
Electricity – office	282,749	275,313
Donations	582,035	363,372
Professional fees	310,928	270,087
Advertisement and marketing	194,119	168,510
Materials	438,628	722,043
Rent	102,000	153,000
Loose tools	56,540	29,117
Other	10,060	7,362
Bad debt expense	451,599	(462,308)
	15,559,111	14,322,259

23. Other income

	2025	2024
Other income	(12,492)	52,009
Interest income from third parties	717,499	271,322
	705,007	323,331

24. Finance costs

	2025	2024
Bank loan interest	632,946	557,996
Debenture interest	4,335,562	3,960,563
Bank charges	37,141	29,967
Legal and processing fees	53,642	16,044
	5,059,291	4,564,570

25. Taxation

A Business Tax of 1.75% is applied on gross measured water revenues. There is no deferred tax resulting from this business tax.

A General Sales Tax of 12.5% is charged on consumer spending that is collected in stages, at the point of importation of the business' purchases and on the sales of the business' goods and services when the goods are sold, or services are provided in country. The sale of water is classified as a zero-rated item and as such no input tax is collected on such sales. Output tax on purchases and importation are to be reimbursed to the Company after 4 months as prescribed by the GST Act 49 of 2005.

26. Earnings per share

Basic earnings per share are calculated by dividing the profit after taxes by the weighted average number of ordinary shares outstanding during the period.

	2025	2024
Basic earnings per share		
Profit attributable to owners of the Company	2,943,376	4,633,247
Weighted average number of outstanding ordinary shares	40,000,000	40,000,000
Basic earning per share	0.07	0.12

27. Depreciation and amortization grant income and contract rights

	2025	2024
Depreciation	9,870,809	8,828,759
Contribution/Grant income amortization	(791,073)	(748,569)
Contract rights amortization	1,509,608	1,379,090
	10,589,344	9,459,280

28. Related party transactions

	2025	2024
Government of Belize		
Trade receivables – water sales		
Balance at the beginning of the year	245,745	219,073
Billed	3,810,567	3,881,314
Receipts	(3,857,155)	(3,854,642)
Adjustments	-	-
Balance at the end of the year	199,157	245,745

	2025	2024
Government of Belize		
Deferred revenue		
Balance at the beginning of the year	16,948,237	17,012,662
Loan payments	1,161,545	778,451
Projects fulfilled	(737,065)	(842,876)
	17,372,717	16,948,237

The Company receives grants in the form of loan payments made to the Caribbean Development Bank by GOB earmarked for capital expenditures. Once utilized, these funds are recognized as project contributions.

Key management personnel

The following information is presented only in respect of those employees of the Company who would be considered as key management personnel, as defined under IAS 24 (Related Party Disclosures). At 31 March 2025, the number of key management was 13 (2023 - 2024),1 required were added to Snr/Exe and 6 added to junior management.

28. Related party transactions (continued)

Compensation of key management personnel

The remuneration of key management during the year was as follows:

	2025	2024
Salaries and other short-term benefits	2,461,925	2,091,433
Post-employment benefits	366,397	318,836
	2,828,322	2,410,269

29. Commitments and contingencies

Commitments

Commitments for capital expenditure at 31 March 2025 totaled $3,167,878 (2024 - $3,838,700). Planned capital expenditure for fiscal year 2025 is $25,749,000 (2024 - $23,630,000).

Contingencies

In the ordinary course of business, the Company may be subject to legal and other proceedings incidental to present and former operations. The Company does not expect the outcome of these proceedings, either individually or in aggregate, to have a material adverse effect on its financial position.

30. Pension plan

The Company operates a defined contribution plan which receives a minimum of 5% gross salary from the Company and 3% from its employees. The Company pays an additional 1% of pensionable salary for each member with more than ten years of pensionable service and an additional 1% of pensionable salary for each member with more than twenty years of pensionable service. Additionally, the Company matches up to 4% for employees who opt to increase their voluntary contribution. The Plan is administered by an Independent Board of Trustees and the funds are held separately from those of the Company. During the year under review, the Company contributed $1,017,597 (2024 - $917,320) to the Plan.

31. Significant non-cash financing activities

During the reporting period, $764,867 (2024 - $778,451) being principal and interest payments made to the Caribbean Development Bank loan #5, and #10 on behalf of the Company for the period were forgone by GOB.

32. Dividends

The Board of Directors approved a dividend distribution of $511,791 or 5.0% of original share price for the year ended 31 March 2025 (2024 - $509,713). Dividends are payable by 4 August 2025 to minority shareholders on record as of 31 March 2025. GOB instructed the Company to distribute its dividend to minority shareholders.

33. Categories of financial instruments

Most of the Company's funds are held in reputable banks in the form of cash. Other assets include receivables acquired in the normal course of business for providing services. Liabilities include accounts payable incurred in the normal course of business for supplies. Categorization is as follows:

	2025	2024
Financial assets		
Trade and other receivables	4,449,431	5,499,631
Cash and cash equivalents	25,157,049	37,122,104
Total financial assets	29,606,480	42,621,735
Financial liabilities		
Borrowings	16,488,714	15,590,736
Debentures	80,569,000	80,569,000
Trade payables	5,315,517	4,413,163
Other payables and accrued expenses	5,342,947	5,829,078
Total financial liabilities	107,716,178	106,401,977

Appendix II – Proposed Capital Expenditure Listing

District	Group		Loans	Contri - butions	BWS	Total	2026-27	2027-28	2028-2029	2029-2030	2030-2031	5 YearTotal
XX	DEV	**Development Capex**					**122,375**	**124,318**	**110,283**	**94,316**	**106,860**	
All	DEV	Acquire new lands required for works Countrywide.			2,500	2,500	500	500	500	500	500	2,500
All	DEV	Purchase BWS lands from Lease to Title Countrywide			500	500	100	100	100	100	100	500
All	DEV	Small Projects or Contigencies or R & D Projects			5,000	5,000	1,000	1,000	1,000	1,000	1,000	5,000
All	DEV	Water Disinfection Systems	1,350	550		1,900	1,900					1,900
All	DEV	Energy Efficiency Investments	809	116		925	925					925
BZ	WWT	Improvement to BZC Sewer Treatment Plant		15,500	1,700	17,200	6,000	6,000	5,200			17,200
BZ	DEV	Ground Water Exploration - Geophysical Study - Cayo & Belize Phase II			500	500	250	250				500
BZ	DEV	Water System Redundancy Study & Design for Belize City		900	100	1,000		500	500			1,000
SP	DEV	Feasibility Study for Transmission Main Mainland to San Pedro		1,300	200	1,500	500	1,000				1,500
SP	DEV	WNE to South San Pedro		1,500	50	1,550	1,550					1,550
SP	DEV	Smart Metering - SP and CC	1,450	150		1,600	1,600					1,600
SP	DEV	Detailed Design Utility Scale Solar Farm		2,700	300	3,000	1,500	1,500	-			3,000
DG	DEV	Water System Redundancy Study & Design for Dangriga		450	50	500			250	250		500
CCK	DEV	Detailed Design for North Caye Caulker Water & Wastewater System		2,700	300	3,000				1,500	1,500	3,000
SP	DEV	San Pedro Northern Ambergris Caye Water and Sewer Expansion (Government Project)	0	280,000		280,000	56,000	56,000	56,000	56,000	56,000	280,000
SP	DEV	Detailed DesignSouth San Pedro Wastewater Plant Rehabilitation		1,350	150	1,500			1,500	-	-	1,500
PP	DEV	Detailed Design Placencia Peninsula Wastewater Treatment System		2,250	250	2,500		1,250	1,250	-	-	2,500
PP	WNE	WNE to Placencia Peninsula North - Maya Beach to Riversdale			5,000	5,000					5,000	5,000
CZ	DEV	WNE Corozal Freezone	-	4,200	400	4,600	2,300	2,300	-	-	-	4,600
PG	DEV	Upgrade to Elridgeville - Forest Home water system			800	800		-			800	800
CC	WWT	South Caye Caulker Sewer System	20,000	4,500	1,500	26,000	6,500	13,000	6,500			26,000
SI	DEV	WNE Bullett Tree Village	-	4,000	-	4,000		-			4,000	4,000
ST		**Subtotal**	**23,609**	**322,166**	**19,300**	**365,075**	**80,625**	**83,400**	**72,800**	**59,350**	**68,900**	**$ 365,075**
XX	WNE	**Distribution Expansion - Water**				-	-	-				-
All	WNE	BWS contribution to Developer's Project			1,000	1,000	200	200	200	200	200	1,000
All	WNE	MIDH/GOB Housing Projects			1,000	1,000	200	200	200	200	200	1,000
All	WNE	WNE to Rural Area/Infill/Sub-Urban Areas			2,500	2,500	500	500	500	500	500	2,500
CC	WNE	North Caye Caulker Water Expansion.			1,000	1,000	200	200	200	200	200	1,000
SP	WNE	Water Network Expansion to San Mateo - Phase 3, San Pedro		300	300	600	300	300				600
BZ	WNE	WNE to Belama Phase 4, Belize City			1,250	1,250	625	625				1,250
BZ	WNE	WNE to Krooman's Lagoon, BZ City			1,000	1,000		-	500	500		1,000
BZ	WNE	WNE to Freshpond ((Immediate - 58 and Future - 102)			600	600		300	300			600
SI	WNE	WNE To Buena Vista Area, Cayo		90	210	300		150	150			300
SI	WNE	WNE to Esperanza (50 Immediate Customers)		90	210	300		150	150			300
BZ	WNE	Normal Progression - Belize District			1,750	1,750	350	350	350	350	350	1,750
BP	WNE	Normal Progression - Belmopan			1,500	1,500	300	300	300	300	300	1,500
CC	WNE	Normal Progression - Caye Caulker			500	500	100	100	100	100	100	500
BV	WNE	Normal Progression - Benque			500	500	100	100	100	100	100	500
CZ	WNE	Normal Progression - Corozal			1,000	1,000	200	200	200	200	200	1,000
DG	WNE	Normal Progression - Dangriga			500	500	100	100	100	100	100	500
OW	WNE	Normal Progression - Orange Walk			1,000	1,000	200	200	200	200	200	1,000
PG	WNE	Normal Progression - Punta Gorda			250	250	50	50	50	50	50	250
SI	WNE	Normal Progression - San Ignacio, Santa Elena and Esperanza			1,250	1,250	250	250	250	250	250	1,250
SP	WNE	Normal Progression - San Pedro			1,500	1,500	300	300	300	300	300	1,500
PP	WNE	Normal Progression - Placencia Peninsula			250	250	50	50	50	50	50	250
PP	WNE	WNE to Seine Bight Residential Subdivision			125	125		75	50			125
SP	WNE	WNE to DFC Area, San Pedro Town			500	500	100	100	100	100	100	500
SP	WNE	WNE to Secret Beach		9,000	1,000	10,000		5,000	5,000	-	-	10,000
DG	WNE	WNE to Penco Community			75	75	25	25	25			75
PG	WNE	Water Network Expansion to Forest Home, Punta Gorda			150	150		75	75			150
PG	WNE	Water Network Expansion to Indianville, Punta Gorda			200	200		100	100			200
BZ	WNE	New 6" line on Old Well Road (Lords Bank Link to Old Well Road			450	450		450				450
BZ	WNE	New Link off Marage Road, Ladyville			75	75		75				75
BV	WNE	WNE to Mollejon Road Intermediate Street, BQV			80	80				80		80
OW	WNE	WNE to North of West San Martin Road, OW			110	110		55	55			110
OW	WNE	WNE to North of San Lorenzo Road, OW			70	70		70				70
CZ	WNE	WNE to Residents in Finca Solana, CZL			60	60		60				60

CZ	WNE	WNE to Residents in Ranchito, CZL			75	75		75				75
OW	WNE	WNE to Residents in Petville, OW			1,500	1,500				1,500		1,500
OW	WNE	WNE to Carmilita and Tower hill, OW			2,500	2,500					2,500	2,500
ST		**Subtotal**	**-**	**9,480**	**26,040**	**35,520**	**4,150**	**10,785**	**9,605**	**5,280**	**5,700**	**$ 35,520**
XX	NSC	**New Service Connections - Water**				-						-
BZ	NSC	New Connections Pipeline - Belize City			1,375	1,375	275	275	275	275	275	1,375
BP	NSC	New Connections Pipeline - Belmopan			550	550	110	110	110	110	110	550
CC	NSC	New Connections Pipeline - Caye Caulker			150	150	30	30	30	30	30	150
BV	NSC	New Connections Pipeline - Benque			150	150	30	30	30	30	30	150
CZ	NSC	New Connections Pipeline - Corozal			300	300	60	60	60	60	60	300
DG	NSC	New Connections Pipeline - Dangriga			250	250	50	50	50	50	50	250
BZ	NSC	New Connections Pipeline - Hattieville			50	50	10	10	10	10	10	50
OW	NSC	New Connections Pipeline - Orange Walk			300	300	60	60	60	60	60	300
PG	NSC	New Connections Pipeline - Punta Gorda			125	125	25	25	25	25	25	125
SI	NSC	New Connections Pipeline - San Ignacio			500	500	100	100	100	100	100	500
SP	NSC	New Connections Pipeline - San Pedro			500	500	100	100	100	100	100	500
PG	NSC	New Connections Pipeline - Elridge /Forest Home			75	75	15	15	15	15	15	75
PP	NSC	New Connections Pipeline - Placencia Peninsula			250	250	50	50	50	50	50	250
ST		**Subtotal**	**-**	**-**	**4,575**	**4,575**	**915**	**915**	**915**	**915**	**915**	**4,575**
XX	NRW	**Non-Revenue Water**			-	-	-	-				-
All	NRW	Bulk (DMZ) Meters for DMZ's			750	750	150	150	150	150	150	750
All	NRW	DMZ Upgrade to HDPE, Countrywide			1,000	1,000	200	200	200	200	200	1,000
All	NRW	Leak detection equipment (AML/all district, new correlator, noise loggers etc.)			125	125	25	25	25	25	25	125
All	NRW	Supply and Install meter on each fire hydrant along with chamber			2,500	2,500	500	500	500	500	500	2,500
All	NRW	Valve Monitoring and Maintenance			500	500	100	100	100	100	100	500
All	NRW	Meter Lab including Building and bench and equipment			400	400	400					400
CZ	NRW	Meter Replacement, Corozal			250	250	50	50	50	50	50	250
OW	NRW	Meter Replacement, OW			375	375	75	75	75	75	75	375
BZ	NRW	Meter Replacement, BZ			1,000	1,000	200	200	200	200	200	1,000
CC	NRW	Meter Replacement, Caye Caulker			250	250	50	50	50	50	50	250
SP	NRW	Meter Replacement, San Pedro			500	500	100	100	100	100	100	500
BP	NRW	Meter Replacement, Belmopan			500	500	100	100	100	100	100	500
SI	NRW	Meter Replacement, San Ignacio/Santa Elena			500	500	100	100	100	100	100	500
DG	NRW	Meter Replacement, Dangriga			300	300	60	60	60	60	60	300
PP	NRW	Meter Replacement, Placencia Peninsula			250	250	50	50	50	50	50	250
PG	NRW	Meter Replacement, Punta Gorda & Forest Home			125	125	25	25	25	25	25	125
ST		**Subtotal**	**-**	**-**	**9,325**	**9,325**	**2,185**	**1,785**	**1,785**	**1,785**	**1,785**	**$ 9,325**
XX	BLC	**Buildings and Compounds**				-	-	-				-
BZ	BLC	HQ Lift			200	200	200					200
BZ	BLC	Construction of Pipe Sheds with Racks - Storage, Mile 10			500	500	100	100	100	100	100	500
BZ	BLC	HQ Parking Lot Improvements -Resurfacing, site drainage, lighting and concreting (Riverside)			250	250					250	250
BZ	BLC	Main Office Expansion (Rooftop 3rd floor)			2,200	2,200	1,100	1,100				2,200
BZ	BLC	Shed for HDD Equipment at Mile 10 (requested by V.Dept)			250	250		250				250
BZ	BLC	Bike Rack with Shed at HQ			10	10	10					10
BZ	BLC	Operators Quarters for DRWTP			75	75	75					75
BP	BLC	New Office Belmopan			500	500	-	500				500
BP	BLC	Parking Lot and Compound concreting for BMP Office			100	100			100			100
BP	BLC	BMP WTP Pipe Rack and Storage			100	100			100			100
BP	BLC	Operators quarters for BMPWTP			75	75	75					75
CZ	BLC	New Office Corozal			1,500	1,500		-		750	750	1,500
SP	BLC	New Office, San Pedro			2,000	2,000				1,000	1,000	2,000
SP	BLC	San Pedro Pipe Rack and Storage			100	100			100			100
SP	BLC	SP Apartment Building			250	250		250				250
OW	BLC	New Generator Building, Chan Pine Ridge + Land			220	220	220					220
BV	BLC	Build concrete pump-house to replace the timber pump-house with all associated commerical and industrical electrical & mechanical works			200	200		200				200
BV	BLC	Shed for Pumps			25	25	25					25
PG	BLC	New Generator Building, Cerro Hill			250	250		250				250
BZ	BLC	Improvement of Wilson Street Pumping Station			100	100		50		50		100

BZ	BLC	Improvement of Wilson Street Tank			100	100		50		50		100
BZ	BLC	Improvement of Southside Pumping Station			50	50		25		25		50
BZ	BLC	Improvement of Two Stations in BRVs			100	100		50		50		100
BZ	BLC	Improvement of HQ building			150	150		50	-	100		150
BZ	BLC	Improvement of Southside Tank			100	100		50		50		100
BZ	BLC	Improvement of DRWTP including Improvement of Chlorine and Alum Tank, Replace corroded junction boxes and control panels			100	100				100		100
BZ	BLC	Rennovation of Mile 10 Buildings, Fence etc.			100	100			50	50		100
BZ	BLC	Rockville Electrical and Gen Building improvements			-	-						-
BP	BLC	Improvement of Roaring Creek Intake			60	60	30			30		60
BP	BLC	Improvement of BMP WWTP			50	50		50				50
BP	BLC	Improvement of BMP WTP			50	50		50				50
BP	WWT	Improvement of Bmp Sewer Pumping Stations			50	50		50				50
BP	RVB	Improvement of BMP Ring Road Pumping Station and Tank			50	50		50				50
BP	RVB	Improvement of Teakettle Pumping Station			50	50	25				25	50
BP	RVB	Cohune Walk Sewer Pumping Station Improvement - Civil			50	50	25				25	50
BP	WWT	East Picini - Sewer Pumping Station Improvement - Civil			15	15				15		15
BP	WWT	Nim Li Punit - Sewer Pumping Station Improvement - Civil			15	15				15		15
BP	BLC	Eating shed and work bench for TSD Crew			30	30					30	30
BP	WWT	Bull Frog - Sewer Pumping Station Improvement			30	30		15			15	30
CZ	BLC	Improvement of San Andres Pumping Station, CZ			70	70		35		35		70
CZ	RVB	Improvement of Calcutta Pumping Station, CZ			70	70		35		35		70
CZ	RVB	Improvement of Santa Rita Pumping Station, CZ			85	85		50		35		85
CZ	BLC	Improvement of Branch Office, CZ			50	50		25			25	50
OW	BLC	Generator/Dosing Building Chan Pine Ridge, OW			200	200	200					200
DG	WTP	Improvement of DG WTP			125	125	-			75	50	125
DG	BLC	Improvement of DG Office			125	125	-		-	50	75	125
DG	BLC	Improvement of TSD Storage Building and Container, DG			60	60		30		30		60
SP	BLC	SP CS Office Improvement			25	25			25			25
SP	BLC	SP Ops Office Improvement			25	25			25			25
SP	RVB	SP New Plant Improvement			75	75			75			75
SP	WTP	SP Old Plant Improvement			50	50			50			50
SP	WTP	SP Water Pumping Station Improvement			50	50			50			50
SP	WWT	SP Sewer Pumping Station 7 - Improvement - Civil			25	25			25			25
SP	WWT	SP Sewer Pumping Station 1 - Improvement - Civil			15	15			15			15
OW	BLC	OW office Improvement			100	100			50	50		100
OW	BLC	OW Clarke Street Pumping Station Improvement Improvement with eating area and bathroom			100	100			50	50		100
OW	RVB	OW Chan Pine Ridge Pumping Station Improvement			50	50			25	25		50
SI	BLC	SI/SE Branch Office Improvement (Civil and wood works - no change in layout and AC system)			50	50		-	50			50
SI	BLC	Improvement of SI/SE WTP Building			75	75			75	-		75
CC	BLC	CC WTP Building Improvement			50	50			50	-		50
BV	BLC	Improve BV Office			25	25			25			25
BV	RVB	Improve BV Pumping Station			25	25			25			25
PG	BLC	Improve Forest Home Pump Station			25	25			25			25
PG	BLC	Improvement to Cerro HIll station			25	25			25			25
PG	BLC	Improvement to PG Office			25	25			25			25
PG	BLC	Improve BDF Site Pump Station			25	25			25			25
PP	BLC	Improve Placencia Branch Office and Pump Station			50	50			50			50
PP	BLC	Improve Seine Bight Tank Site			50	50			50			50
PP	BLC	Improve Independence Well Site			50	50			50			50
All	BLC	Control Panel Upgrades for Sewer Stations (14 Stations)			560	560	280	280				560
ST		**Subtotal**	**-**	**-**	**12,390**	**12,390**	**2,365**	**3,595**	**1,315**	**2,770**	**2,345**	**$ 12,390**
XX	PPV	**Pipelines & Valves New & Replacement**				-	-	-				-
All	PPV	Supply and install Valves (Air + Pressure rating + check valves) Countrywide			500	500	100	100	100	100	100	500
BZ	PPV	Meter Relocation - BZ			500	500	100	100	100	100	100	500
BP	PPV	Meter Relocation - BP			250	250	50	50	50	50	50	250
CC	PPV	Meter Relocation - CC			50	50	10	10	10	10	10	50
BV	PPV	Meter Relocation - BV			75	75	15	15	15	15	15	75

CZ	PPV	Meter Relocation - CZ			150	150	30	30	30	30	30	150
DG	PPV	Meter Relocation - DG			125	125	25	25	25	25	25	125
OW	PPV	Meter Relocation - OW			150	150	30	30	30	30	30	150
PG	PPV	Meter Relocation - PG			50	50	10	10	10	10	10	50
SI	PPV	Meter Relocation - SI			250	250	50	50	50	50	50	250
SP	PPV	Meter Relocation - SP			250	250	50	50	50	50	50	250
PP	PPV	Meter Relocation - PP			125	125	25	25	25	25	25	125
BZ	PPV	Replacement of Galvanized Services & Asbestos Mains Belize City North Side			2,500	2,500	500	500	500	500	500	2,500
BZ	PPV	Replacement of Galvanized Services & Asbestos Mains Belize City South Side			2,500	2,500	500	500	500	500	500	2,500
BZ	PPV	Replace 34 connection from Old 4 inch Pipe to new 10 inch pipe, Burrell Boom.			250	250		250				250
CZ	PPV	Replacement of Galvanized, Thin walled PVC and Asbestos Mains Corozal			2,500	2,500	500	500	500	500	500	2,500
OW	PPV	Replacement of Grey/Black thin walled PVC pipes Orange Walk(29620 feet and 776 service connections)			2,500	2,500	500	500	500	500	500	2,500
BP	PPV	Replacement of Galvanized, Thin walled PVC and Asbestos Mains Belmopan and Teakettle			2,500	2,500	500	500	500	500	500	2,500
SI	PPV	Replacement of Galvanized and Asbestos Mains San Ignacio/Santa Elena			2,500	2,500	500	500	500	500	500	2,500
BV	PPV	Replacement of Galvanized and Asbestos Mains Benque			2,500	2,500	500	500	500	500	500	2,500
DG	PPV	Replacement of Galvanized and Asbestos Mains Dangriga (Tubruss Street, Melinda Road, Bacca Town, Foreshore, Sawai, Wagierale, Market Square, Ramos Rd and Bridge Crossing for Ecumenical Dr)			1,250	1,250	250	250	250	250	250	1,250
PP	PPV	Replacement of yard to yard connections Placencia			625	625	125	125	125	125	125	625
PG	PPV	Replacement of Grey/Black thin walled PVC mains Punta Gorda for George Price St, Front St, Jose Maria St, Jose Maria St B, & Middle St			1,500	1,500	300	300	300	300	300	1,500
CC	PPV	Upgrade of main for Caye Caulker for Playa Asuncion			50	50	50					50
SP	PPV	Replacement of yard to yard connections San Pedro for Marina Drive, Mermaid St, Mullet St, Water Lane, Boca del Rio, Flying Fish St, Airstrip, Seagrape Drive			1,250	1,250	250	250	250	250	250	1,250
ST		**Subtotal**	**-**	**-**	**24,900**	**24,900**	**4,970**	**5,170**	**4,920**	**4,920**	**4,920**	**$ 24,900**
XX	PLE	**Plant & Equipment**				-	-	-				-
BP	PLE	Supply, Install and commission Generator, disinfection system and wells for Mountain View Pump Station	200		-	200	200					200
BP	PLE	Install Solar Panels to run pumps and motors at Mountain View			100	100	100					100
BP	PLE	Blowers for BMP WTP			150	150	150					150
CZ	PLE	Supply and Install Generator & Electrical for Chan Pine Ridge			150	150	-	150				150
CZ	PLE	Install Solar Panels to run pumps and motors at Chan Pine Ridge			100	100	100					100
CZ	PLE	Supply and Install Generator for CZ Office			125	125	125					125
BP	PLE	Supply and Install Generator for BP Office			125	125	125					125
PG	PLE	Supply and Install Generator & Electrical for Cerro Hill			150	150			150			150
PG	PLE	Install Solar Panels to run pumps and motors at Cerro Hill			100	100		100				100
SI	PLE	Supply and install Generator & Electrical for SI-SE office			125	125		125				125
SI	PLE	Upgrade existing booster station at santa cruz and install genset	200		-	200	200					200
SI	PLE	Upgrade Distribution Pump for Cahal Pech			100	100	100					100
CC	PLE	Supply and install 2 - 150K R O Plant for south CC	-		3,500	3,500				1,750	1,750	3,500
CC	PLE	Commercial and Industrial M & E for the plant - lights, tranformer, vfds, mcc, main disconnect, standby and duty pump, compound lights, Gen set, Commissioning wells, head works for well, pumps and motors for wells etc.			1,000	1,000				500	500	1,000
SP	PLE	Supply and install 300K R O Plant and Generator for South San Pedro	-		3,500	3,500				1,750	1,750	3,500
SP	PLE	Upgrade of SP Distribution Pump			100	100	100					100
PP	PLE	Upgrade of Placencia Water System - M & E Phase 3 (Gantry, Discharge Pipe, Beautification, Pump Room Improvements)			250	250	-			250		250
PP	PLE	Supply and Install Generator for PP Office			125	125			125			125
DG	PLE	Supply and Install Generator for DG Office			125	125			125			125
DG	PLE	Supply and Install Generator for PG Office			125	125			125			125
BZC	PLE	Supply and Install Generator for BZ Main Office			360	360	360					360
ST		**Subtotal**	**400**	**-**	**10,310**	**10,710**	**1,560**	**375**	**525**	**4,250**	**4,000**	**$ 10,710**
XX	RWR	**Raw Water Resources**			-	-	-	-	-	**0**	**0**	-
All	RWR	Improvement to Raw Water Resources such as wells etc. ,Countrywide.			1,000	1,000	200	200	200	200	200	1,000
CZ	RWR	Commission 3rd Well at Calcutta			100	100		100				100
CZ	RWR	2nd Well at San Andres Drill + Installation + Commissioning			200	200		200				200
OW	RWR	Drill, Install and Commission 2nd Well at Chan Pine Ridge			300	300		300				300
BZ	RWR	Lemonal Two Water Well Dirlling + Installation + Commissioning			200	200	-	200				200

BZ	RWR	Rockville Two Water Wells Dirlling + Installation + Commissioning			200	200		200				200
BZ	RWR	Drill, Install and Commission Four deep wells at DRWTP for backup			1,000	1,000		-	500	500		1,000
BZ	RWR	Well at Rancho Dolores including installation + commissioning			200	200		200		-		200
CC	RWR	Drill and Install 4 Water Wells and 2 injection well, Caye Caulker New WTP			600	600		300		300		600
BP	RWR	Belmopan New Intake pump and works			500	500	250			250		500
All	RWR	Supply and Install Gantry for Wells, Countrywide			500	500	100	100	100	100	100	500
BP	RWR	Drill, Install and Commission Well at Cotton Tree.			250	250	-	250				250
BP	RWR	Drill, Install and Commission Well at Franks Eddy.			250	250	250					250
BP	RWR	Drill, Install and Commission Four deep wells at BMP WTP for backup			1,000	1,000		-		500	500	1,000
BP	RWR	Drill, Install and Commission Two Wells at Tea Kettle			500	500		250	250			500
BP	RWR	Supply and Install Backwash system for BMP Intake			250	250		250				250
BP	RWR	Drill, Install and Commission Two Wells at Ring Road Reservoir			500	500		-	500			500
SI	RWR	Acquire Land, Drill + Install + Commission two wells Esperanza			1,000	1,000	-	500			500	1,000
DG	RWR	New Well for Dangriga at Canada Hill			200	200		-			200	200
DG	RWR	Improvement of Dangriga Raft & Intake Works			150	150	150					150
DG	RWR	Drill + Install + Commission 2nd Well at Dangriga WTP			250	250	250					250
PP	RWR	Drill + Install + Commission Wells at Independance			250	250		-	-	250		250
PG	RWR	New Well at BDF Well Site Plus Land, PG	300		-	300	300					300
PG	RWR	Drill + Install + Commission Well at Forest Home			200	200	200					200
PG	RWR	Drill + Install + Commission Well at Cerro Hill			200	200	200					200
BMP	RWR	Benque Intake Spring Parapet Wall			1400	1,400	1400					1,400
ST		**Subtotal**	**300**	**-**	**11,200**	**11,500**	**3,300**	**3,050**	**1,550**	**2,100**	**1,500**	**$ 11,500**
XX	MNS	**Renewal Mains & Services**				-	-	-				-
BZ	MNS	Ladyville to Mile 25, Philip Goldson Highway Rehab works (World Bank Project - SIF/MOW) - Phase 2		1,500	1,500	3,000	1,500	1,500				3,000
BZ	MNS	Major Works - Replacement of 8" & 6" AC from Buttonwood Bay Roundabout to San Cas - Phase 3		1,000	1,000	2,000		-		2,000		2,000
DG	MNS	Dangriga Transmission Line Upgrade (WTP-Havana Bridge)		300	300	600	600					600
DG	MNS	Distribution Main from Havana Bridge to Habet		150	150	300	-		300			300
SI	MNS	Hillview Transmission Line Upgrade			700	700	-	700		-		700
SI	MNS	Transmission Line from Georgeville to Esperanza			3,000	3,000		1,500	1,500			3,000
BP	MNS	Replacing 10" and 6" AC main replacement - Ring Road (10,400ft)			1,300	1,300	-	-	1,300	-		1,300
PG	MNS	PG Transmission/Distribution Line Upgrade (Cerro Hill RD:4" to 6", E/FH to PG: 3" to 6")			1,200	1,200		-		-	1,200	1,200
ST		**Subtotal**	**-**	**2,950**	**9,150**	**12,100**	**2,100**	**3,700**	**3,100**	**2,000**	**1,200**	**$ 12,100**
XX	RVB	**Reservoirs & Boosters**				-	-	-				-
BV	RVB	Benque/Succotz Ground Storage Reservoir 100kGal			950	950		-	950			950
BZ	RVB	Design, bid and build 2 - 250,000 Gallon Tank, Southside Belize City			2,100	2,100	2,100					2,100
BZ	RVB	Design, bid and build 500,000 Gallon Tank, DRWTP.			4,000	4,000				2,000	2,000	4,000
BZ	RVB	Aquire Land, Design and Build 250 K Tank with Pump Station and Generator in 8 Miles Community			3,500	3,500			3,500			3,500
CZ	RVB	Calcutta New 50 K Gallons Reservoir	750		200	950	475	475				950
CZ	RVB	San Andres New 50 K Gallons Reservoir	750		200	950	475	475				950
BP	RVB	Design, Bid and build 500,000 Gallon Tank, WTP Belmopan			4,000	4,000					4,000	4,000
BV	RVB	Design, Bid, Build 50,000 Gallon Underground Tank, Benque			1,000	1,000	1,000					1,000
DG	RVB	100k Gal New Clear Well for Dangriga WTP	750			750	750					750
CC	RVB	Construct 150K Gallon Water Tank & Building , CC South	1500		1,000	2,500	1,500	1,000	-	-		2,500
SI	RVB	Santa Elena New Gravity Feed Reservoir at High elevation in Santa Elena - 50K Gallon		0	1,000	1,000					1000	1,000
OW	RVB	Petville New 50K Tank			950	950			950			950
BMP	RVB	Mountain View 50k Tank			950	950				950		950
BMP	RVB	New Pumping Station and 100k Tank,Belmopan Maya Mopan Area (Include Land acquisition, well and Development)			2500	2,500				1250	1250	2,500
OW/PG	RVB	Additiona Pumps for Arthur Street and Forest Home			300	300			150	150		300
ST		**Subtotal**	**3,750**	**-**	**22,650**	**26,400**	**6,300**	**1,950**	**5,550**	**4,350**	**8,250**	**$ 26,400**
XX	FNS	**Fencing and Security**				-	-	-				-
BP	FNS	Cotton Tree Well Fence			70	70	70					70
BP	FNS	Cotton Tree Chlorine Pump Site Fence			50	50	50					50
BP	FNS	Franks Eddy Elevated Tank Fence			50	50	50					50
BP	FNS	Security & surveillance system for BMP office			50	50	50					50
BP	FNS	New Surveillance Cameras (Stand Alone) - Belmopan WWTP			15	15		15				15
BP	FNS	Build New Security Booth BMP WTP			40	40		40				40

BV	FNS	Upgrade to Surveillance System - Benque Viejo Office			35	35		25	10			35
BZ	FNS	Upgrade VHF Communication System - Belize City HQ			15	15	15					15
BZ	FNS	Mile 10 Site Lighting (Solar LED Lights to be placed at proper interval to light whole compound)			250	250	-	250				250
BZ	FNS	Upgrade to Surveillance System - Wilson St			50	50	50					50
BZ	FNS	Build New Security Booth - Lord's Bank Mile 10			25	25	25	-				25
BZ	FNS	Build New Security Booth - Double Run WTP			-	-	-					-
CZ	FNS	Upgrade to Surveillance System - Corozal Office			25	25	25					25
DG	FNS	Upgrade to Surveillance System - Dangriga Office			25	25	25					25
CC	FNS	Upgrade to Surveillance System - Caye Caulker WTP			70	70			70			70
SP	FNS	Fence Around Sewer Lagoon Property, SP (25 feet on each side of the get will be chainlink and then it will be bushstick with 3 layers of barbwire). It is just to mark off our property and put sign boards of no tress pass and BWS on it.			85	85	85					85
SP	FNS	Improvement of Fence, Sewer Stations			-	-						-
ALL	FNS	Install Burglar/Alarm Systems for BWS Pump Stations Countrywide			50	50	50					50
PP	FNS	New Surveillance Cameras (Stand Alone) - Seine Bight PS			20	20	20					20
PP	FNS	ImproveSecurity Booth - Independence Water Well Site			25	25		25				25
ST		**Subtotal**	**-**	**-**	**950**	**950**	**515**	**355**	**80**	**-**	**-**	**$ 950**
XX	WWC	**Wastewater Service Connections**				-	-	-				
BZ	WWC	Belize City Sewer Connections			250	250	50	50	50	50	50	250
BP	WWC	Belmopan Sewer Connections			250	250	50	50	50	50	50	250
SP	WWC	San Pedro Sewer Connections			250	250	50	50	50	50	50	250
ST		**Subtotal**	**-**	**-**	**750**	**750**	**150**	**150**	**150**	**150**	**150**	**$ 750**
XX	WWE	**Sewer Expansion/Replacement**										
All	WWE	Sewer System Expansion/Replacement			2,500	2,500	500	500	500	500	500	2,500
ST		**Subtotal**	**-**	**-**	**2,500**	**2,500**	**500**	**500**	**500**	**500**	**500**	**$ 2,500**
XX	WWT	**Collection & Treatment Works - Sewerage**				-	-	-				
All	WWT	Compound lighting for all lift stations			500	500	100	100	100	100	100	500
All	WWT	Additional Signage for Lifstations (8x4 ft sign with name and caution notes)			50	50				50		50
BZ	WWT	Mechanical and Civil Improvements to Sewer Pumping Stations to prevent debris from reaching pumps in the stations.	150		-	150	150					150
BZ	WWT	Supply and Install External Weather Mounted Generator for Sewer Station S4, Belize City			125	125	125					125
BZ	WWT	Supply and Install External Weather Mounted Generator for Sewer Station N2, Belize City			125	125		125				125
BZ	WWT	Supply and Install External Weather Mounted Generator for Sewer Station N4, Belize City			125				125			125
BZ	WWT	BZ City Sewer Manholes Restoration			1,250	1,250	250	250	250	250	250	1,250
BP	WWT	BMP Sewer Manholes Restoration			1,250	1,250	250	250	250	250	250	1,250
BP	WWT	Electrical, Mechanical and Civil Improvements to BMP Sewer Stations (Includes Gantry too)			150	150	75	75				150
BP	WWT	2nd UV System for BMP WWTP			300	300		300				300
BP	WWT	Build new anaerobic pond and De sludge Anaerobic pond at BMP WWTP			1,000	1,000	500	500				1,000
SP	WWT	San Pedro Sewer Manholes Restoration			1,250	1,250	250	250	250	250	250	1,250
SP	WWT	Electrical, Mechanical and Civil improvements to all Sewer Stations, SP, San Pedro	175			175	175					175
All	WWT	Solar Aerators for WWTP on Raft			400	400	200	200				400
All	WWT	Replacement of sewer pumps/motors			800	800	200	200	200	200		800
ST		**Subtotal**	**325**	**-**	**7,325**	**7,650**	**2,275**	**2,250**	**1,175**	**1,100**	**850**	**$ 7,650**
XX	WQL	**Water Quality**				-	-	-				-
All	WQL	Countrywide Water Quality Survey (Project w/ PUC,Public Health/Pesticides Contol Board)			200	200		100	100			200
All	DEV	ISO Certification of Lab			235	235	30	115	30	30	30	235
All	WQL	Seaquest Pumps, drums, mixers			100	100	50			50		100
All	WQL	Chemical Dosing pumps			250	250	50	50	50	50	50	250
All	WQL	Replacement Equipment for Water Laboratories Countrywide			500	500	100	100	100	100	100	500
ST		**Subtotal**	**-**	**-**	**1,285**	**1,285**	**230**	**365**	**280**	**230**	**180**	**$ 1,285**
XX	SCA	**SCADA Countrywide**				-						
CZ	SCA	Corozal SCADA			225	225		225				225
OW	SCA	Orange Walk SCADA			150	150	-	150				150
BV	SCA	Benque Viejo SCADA			160		-		160			160
ST		**Subtotal**	**-**	**-**	**535**	**535**	**-**	**375**	**160**	**-**	**-**	**$ 535**
XX	WTP	**Water Treatment Production Works**				-	-	-				-
All	WTP	Improvement to M & E Equipment, Wiring etc. Countrywide			500	500	100	100	100	100	100	500

All	WTP	Improve Storage Containers Countrywide with Windows, Vent fans, pipe Rack, small Power/light and roofing			250	250	50	50	50	50	50		250
DG	WTP	Dangriga WTP- Phase 6 - Capacity Increase - Tube Settlers + Upgrade of Intake Pumps	500		-	500					500		500
BP	WTP	BMP Intake DI/PVC Pipe work upgrade from Intake to property line.			550	550	550						550
SI	WTP	New Water Treatment Plant San Ignacio Phase 3 (Intake, Aerator, Filters, Clarifier)	3,250		-	3,250	3,250						3,250
SI	WTP	Relocate SI WTP Reservoir Drain pipes and Overflow pipe works to BWS easement. (out of neighbouring property)			350	350			350				350
ST		**Subtotal**	**3,750**	**-**	**1,650**	**5,400**	**3,950**	**150**	**500**	**150**	**650**	**$**	**5,400**
XX	OFF	**Furnishing**				-							-
All	OFF	Furniture and Furnishing for Offices, Countrywide (Billing, BMP New Office)			250	250	50	50	50	50	50		250
All	OFF	Furniture and Furnishing for Plants, Countrywide (BMP WTP, and SP WTP)			250	250	50	50	50	50	50		250
All	OFF	Replace Acs (when it cannot be repaired).			250	250	50	50	50	50	50		250
ST		**Subtotal**	**-**	**-**	**750**	**750**	**150**	**150**	**150**	**150**	**150**	**$**	**750**
XX	OTH	**Other CapEX**				-							
All	ITS	IT Hardware, Network & Software Capex			10,877	10,877	3,075	2,348	2,273	1,366	1,815		10,877
All	PLE	Heavy Duty Equip. (Backhoes & HD Trucks)			5,000	5,000	1,000	1,000	1,000	1,000	1,000		5,000
All	VEH	Small Vehicles & Equipment			5,000	5,000	1,000	1,000	1,000	1,000	1,000		5,000
All	PLE	Plant and Equipment - Operations - Water			750	750	150	150	150	150	150		750
SP	PLE	CCTV Camera Inspection System for Sewer, SP			100	100	50				50		100
All	PLE	Plant and Equipment - Operations - Sewer			400	400	50	50	50	50	200		400
All	PLE	Critical Spares Parts Countrywide - Sewer (Stators, impellers, motors, sewer ball plugs, electrical components etc…)			1,150	1,150	200	200	200	200	350		1,150
All	PLE	Critical Spares Countrywide - Water (Pumps, Motors, Electrical components, Surge Protectors, Special R O components etc…)			1,450	1,450	350	350	350	350	50		1,450
All	PLE	Notification for Power Failure from Remote Station (Xlogic Messenger), Countrywide			250	250	50	50	50	50	50		250
All	WQL	Field Monitoring Equipment including Automatic Purging Valves Countrywide			300	300	50	50	50	50	100		300
All	OTH	Construction, Engineering & Maintenance Tools and Equipment			500	500	100	100	100	100	100		500
All	OTH	Industrial Oven (motor stators)			60	60	60						60
ST		**Subtotal**	**$ -**	**$ -**	**$ 25,837**	**$ 25,837**	**$ 6,135**	**$ 5,298**	**$ 5,223**	**$ 4,316**	**$ 4,865**	**$**	**25,837**
		TOTAL	**$ 32,134**	**$ 334,596**	**$ 191,422**	**$ 558,152**	**$ 122,375**	**$ 124,318**	**$ 110,283**	**$ 94,316**	**$ 106,860**	**$**	**558,152**
		Split of Developers Contribution by year:					**$ 70,066**	**$ 76,090**	**$ 68,515**	**$ 58,575**	**$ 61,350**	**$**	**334,596**
							$ 52,309	**$ 48,228**	**$ 41,768**	**$ 35,741**	**$ 45,510**	**$**	**223,556**

Appendix III – Description of Proposed Regulatory Changes

Appendix IV – Caribbean Water Study, Nov 2021, Water and Sanitation Dept, IDB

Appendix V – Tariff Review Report, October 2024, Moore, Independent Consultant's Report

Appendix VI – Escalation Memo, Nov 2022, Dilon Consulting Ltd, Independent Consultant

Appendix VII - Escalation Memo, Mar 2024, Dilon Consulting Ltd, Independent Consultant