



RAND WATER

LAUNCH OF RAND WATER 2018/2019 ANNUAL RESULTS

1ST NOVEMBER 2019



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WELCOME & OVERVIEW

CHAIRPERSON OF THE RAND WATER BOARD ADV. MF HASHATSE

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STRATEGIC & OPERATIONAL OVERVIEW

CHIEF EXECUTIVE: SIPHO MOSAI

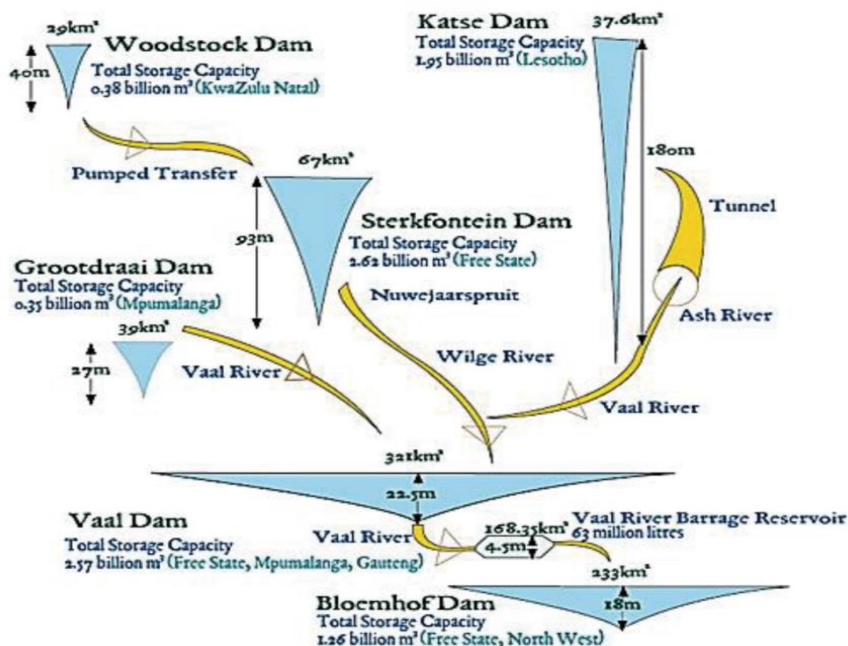
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About Rand Water

- Rand Water is body corporate established in terms of Section 84 of the Water Services Act 108 of 1997
- The largest water utility in Africa existing for 116 years
- Provides bulk water supply services mainly to municipalities
- Distribution network of over 3 056km of large diameter pipeline
- Feeding 58 strategically located service reservoirs
- Supplies 4696 Mℓ/d on average (peak day demand of 5045Mℓ/d)

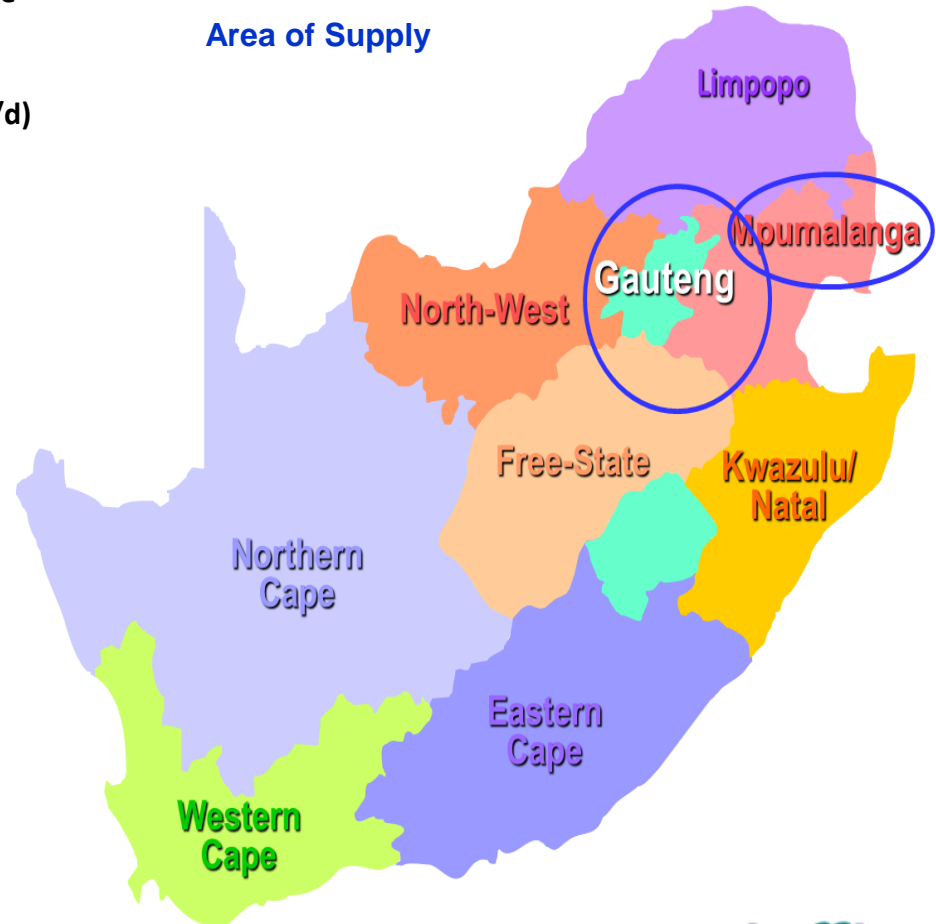
Water Sources



Main customers are:

- Municipalities (18)
- Mines(49)
- Industries and direct consumers (959)

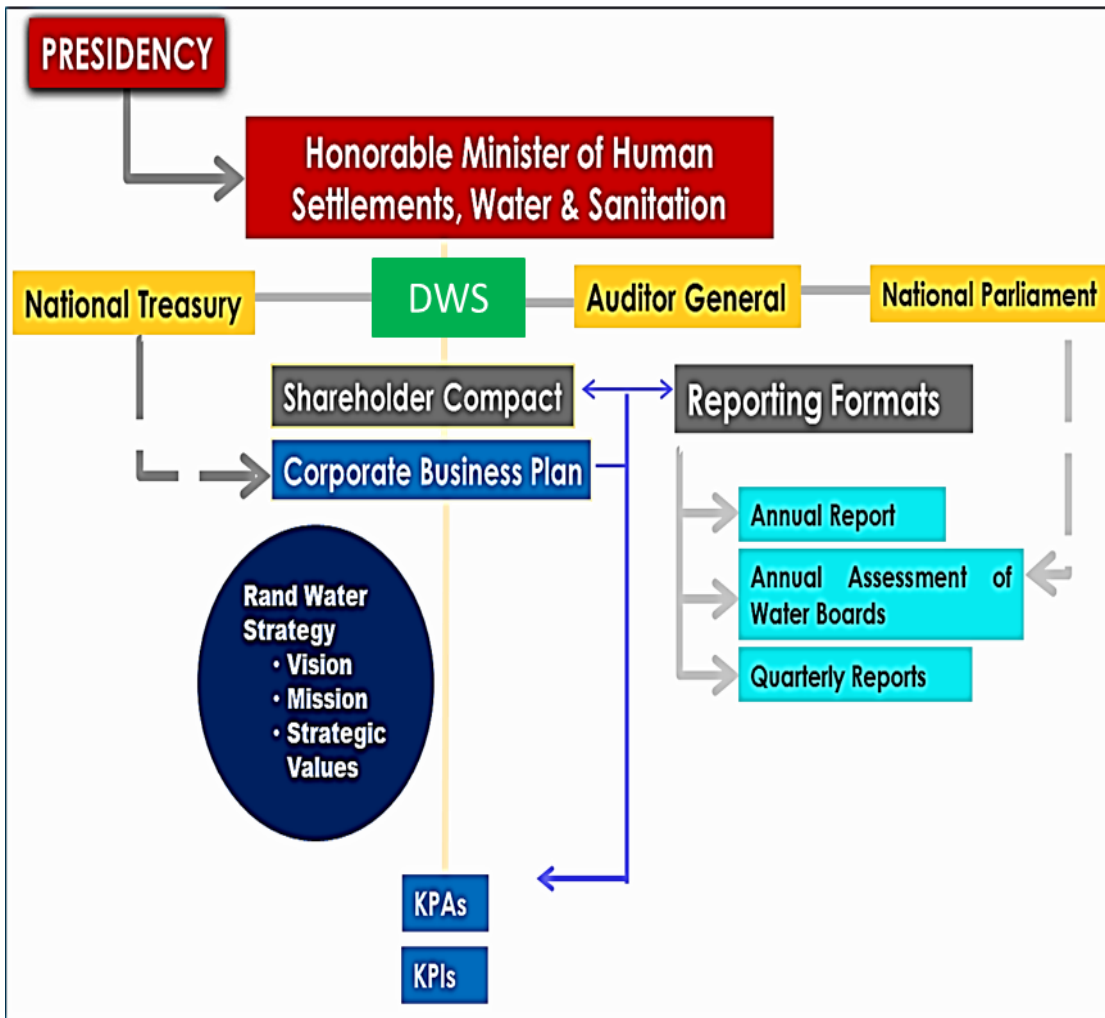
Area of Supply



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Shareholder's Compact & Corporate Business Plan



The Department of Water & Sanitation merged with Human Settlements and renamed **“Human Settlements, Water & Sanitation since May 2019”**



Newly appointed Minister:
Lindiwe Nonceba Sisulu

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Rand Water Strategy



Mission

Be a provider of sustainable, universally competitive water and sanitation solutions for Africa



Vision

In order to attain its strategic intent, Rand Water has set the following strategic objectives, which will focus and direct the business activities of the organisation over the planning period

- Attract, develop and retain leading edge skills in water services
- Sustain a robust financial performance
- Develop and sustain globally competitive capabilities in core areas
- Enter into and sustain productive partnerships; and
- Develop, test and deploy cost-effective technologies



Strategic Objectives

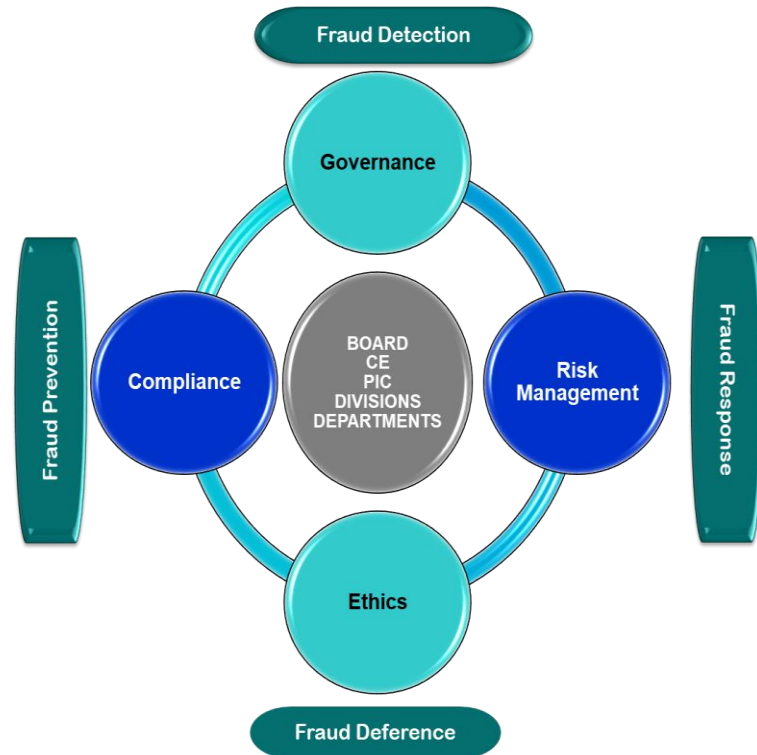
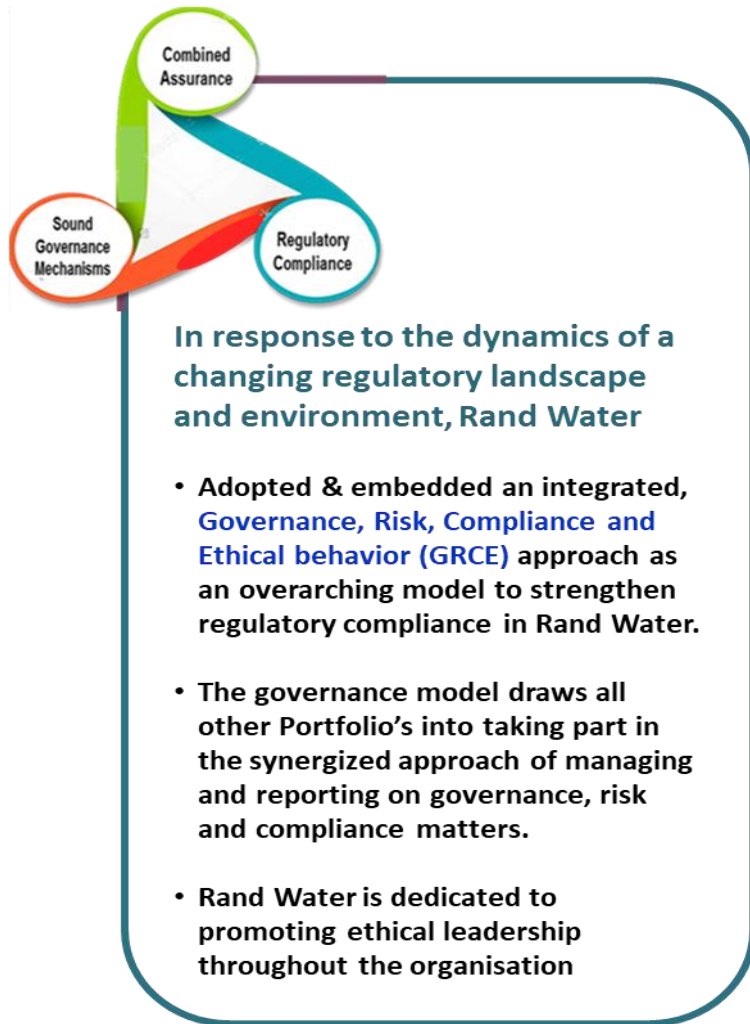
To consistently meet the expectations of Rand Water customers, partners and the government by strengthening the capacity to

- Achieve Operational Integrity and Use Best Fit Technology
- Achieve a High Performance Culture
- Positively Engage Stakeholder Base
- Achieve Growth ,and
- Maintain Financial Health and Sustainability

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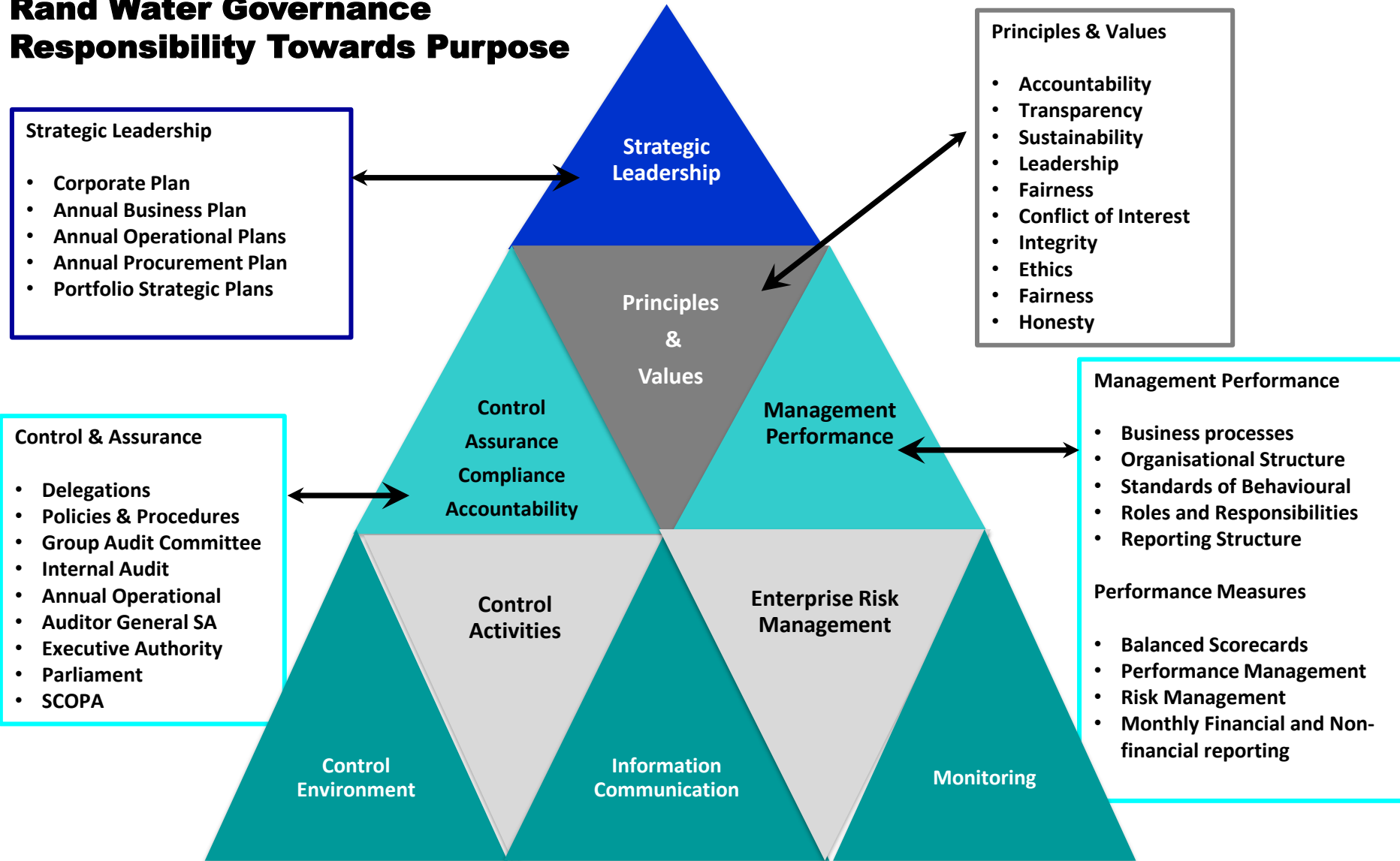
Governance In Rand Water



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Rand Water Governance Responsibility Towards Purpose



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Top Ten Risks – 2018/2019

- | | |
|---|---|
|  <p>1 Cost effective and timeous procurement of quality goods and services for sustainability of Rand Water</p> |  <p>2 Disposal of water treatment residue</p> |
|  <p>3 Credit & Debt Management</p> |  <p>4 Viability and sustainability of RW growth and expansion initiatives</p> |
|  <p>5 Capacity to supply sufficient quality & quantity of potable water to customers</p> |  <p>6 Climate change and its impact on future sustainability of the company</p> |
|  <p>7 Encroachment over pipeline, servitudes and properties</p> |  <p>8 Infrastructure project implementation</p> |
|  <p>9 Fraud and corruption</p> |  <p>10 Funding & Liquidity</p> |



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Strategic Update

Opportunity: **Effluent reuse, Non-revenue water to Municipalities, Regional Waste Water Schemes, New Schemes**

Effluent reuse

- ERWAT MOU and other Municipalities

Non-revenue water to Municipalities

- Pressure reducing valves (P.R.V.) Opportunities

Regional Waste Water Schemes

- Partnerships/ MOU with Clients, GIFA etc., i.e. Lanseria Scheme etc.

New Schemes

- Harties Scheme, Western Highveld scheme, Borehole Schemes, Mine Scheme (Western Basin)
- Decentralized operations

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Strategic Update

Update on extended areas

- Bushbuckridge Local Municipality (BLM) has issued a notice to terminate supply agreement between BLM & RW. The water supply operations were handed over to BLM with effect from 1 July 2019. Assets transfer arrangements from DHWS not yet finalized.
- BLM still owes Rand Water R227m.
- RW has exited from Mbombela in May 2018.

Delay in Capex Spend

- 12 major tenders were cancelled during tender evaluation and adjudication process due to market non-responsiveness
- 37 priority pipelines received a high volume response resulting in a prolonged tender evaluation process
- Impact of compliance requirements on evaluation processes delayed appointment of Service Providers due to more time taken to ensure that there are no mistakes made in the process

Plans to achieve Capital Investment

- Despite the capex reduction and delays the current supply capacity will meet water demand
- The current performance 54% by end of the financial year and there are plans in place to reach this projection
- The plans and various interventions by the business is in place to improve next year's capex performance
- Majority of the outstanding contract appointments are in place & it is anticipated to assist the business to catchup with the infrastructure plans going forward

Capex plans are designed to meet necessary infrastructure requirements. These plans have been successfully executed in the past. The company has recently been spending below target, however we are confident that our recovery plan to complete and commission identified projects at the required deadline will be achieved moving forward.

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Strategic Update

- Rand Water supplies bulk potable water without any supply interruptions
- Rand Water continues to supply world standard clean water



Rand Water Mandate

- The Rand Water Innovation Driven Risk-Based Strategy was approved in March 2019
- The Strategic Pillars aligned to this Strategy were also approved by the Board of Rand Water



Rand Water Strategy Approved

Multiple Raw Water Sources Identified

- Boreholes identified and mapped
- Critical WWTWs for diversifying raw water resources already identified



N.T. Water Programme Registration (GTAC)

N.T. has registered the Water Programme's aimed at driving lasting change in the water sector



- Established a functional integrated platform to assess and monitor water and sanitation at National level eventually
- JW, EM and DWS already integrated into the system



Integrated Monitoring

Rand Water remains a strong going concern that meet key financial ratios (Return on Assets; Profit Margins, Debt Equity)

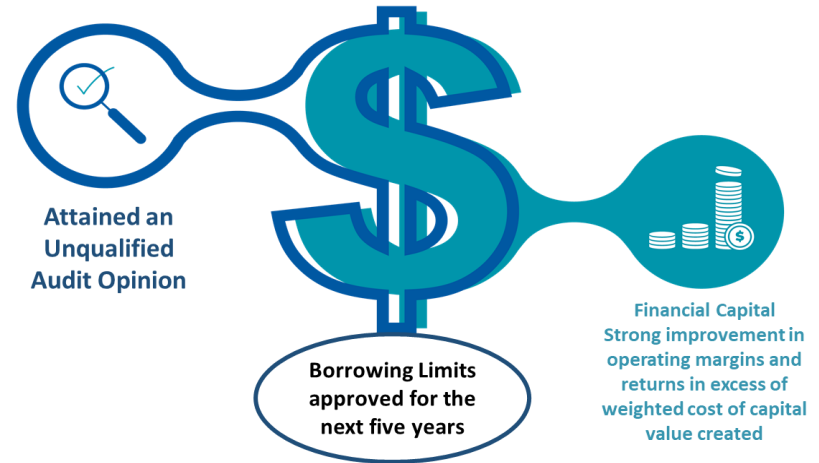
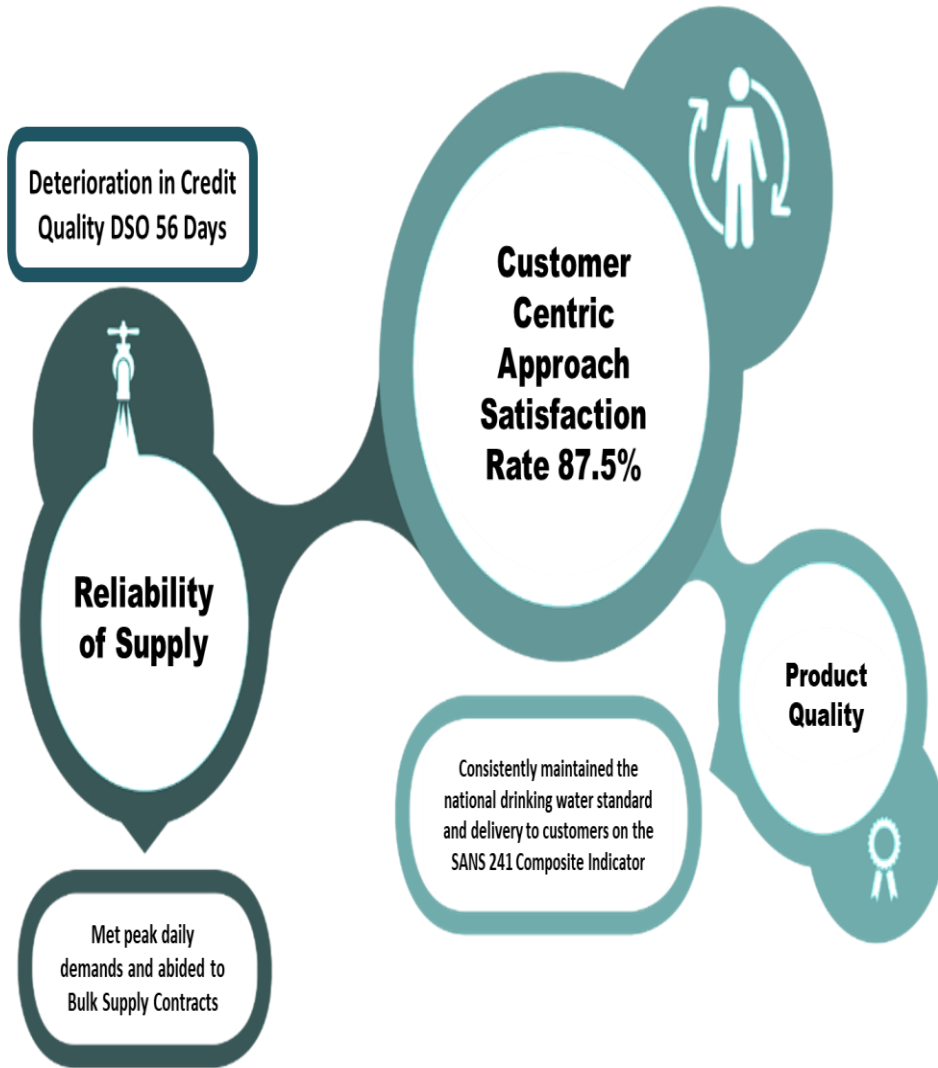


Financial position

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Our status



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Environment



Protect and enhance our environmental assets and natural resources

2018/19
R59.1
million

Rand Water Foundation

- Water and Sanitation Programme
- Environment and Conservation Programme
- Enterprise Development Programme
- NGO Support Programme
- Health, including HIV and AIDS Programme
- Educational & Training Programme
- Women, Youth and Children
- Community Relations Management

Rand Water Foundation External Funding

- Water and Sanitation Programme
- Environment and Conservation Programme
- Enterprise Development Programme
- Health including HIV and AIDS Programme
- Education and Training Programme

2018/19
R45.5
million

PROVIDERS OF EXTERNAL FUNDING INCLUDE

- Independent Development Trust (IDT)
- Department of Environmental Affairs (DEA)
- Department of Water and Sanitation (DWS)
- Development Bank of Southern Africa (DBSA)
- Industrial Development Corporation (IDC)
- Pink Drive
- Moqhaka Local Municipality
- Fezile Dabi District Municipality

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B-BBEE Report

Work Awarded Through Bids

Rand Water awarded 74 bids in the year under review to the value of **R3,472,m**. Bids refer to procurement transactions that are above R500,000.

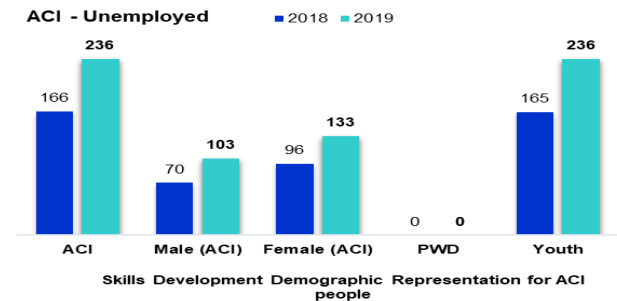
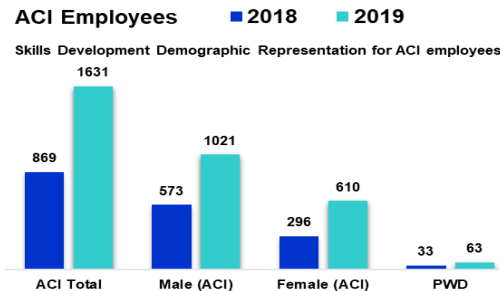
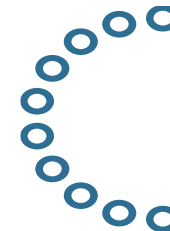
Enterprise and Supplier Development (ESD)

The HULISA Enterprise Development Programme is in progress and commenced with the beneficiaries appointed through the RW01328/16 bid for steel pipe manufacturers. The beneficiaries are emerging companies who have partnered with larger entities in accordance with the bidding conditions for joint ventures

2018/19 B-BBEE Spend



Skills development



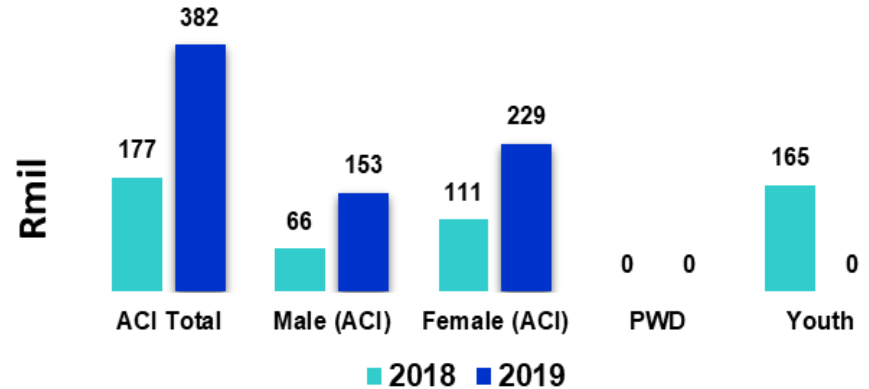
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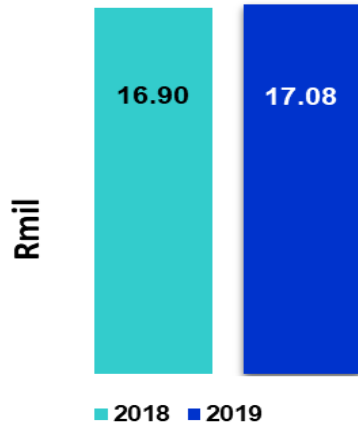
B-BBEE Report



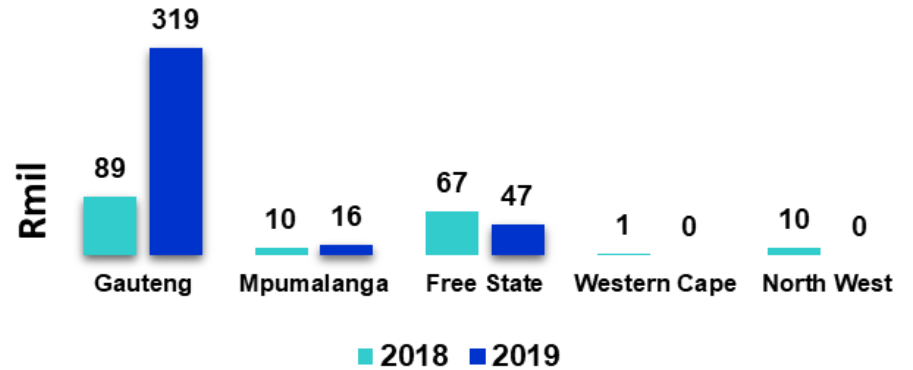
Socio-Economic Development



Socio-Economic Development Contributions



Socio-Economic Contributions Geographical Spread



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Our People

Training



- Rand Water provided various training, Learnerships, Bursaries, and Graduate Programme's
- Skills development 2019: 101 (2018: 24)
- ACI 2019: 1631 (2018: 869)



Female recruitment

- Rand Water prides itself in continuing to meet its target of 51% recruitment of females into managerial and technical positions
- Achieved 68% performance

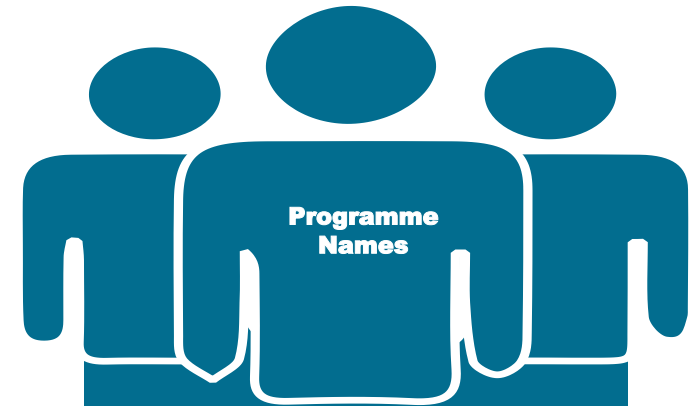
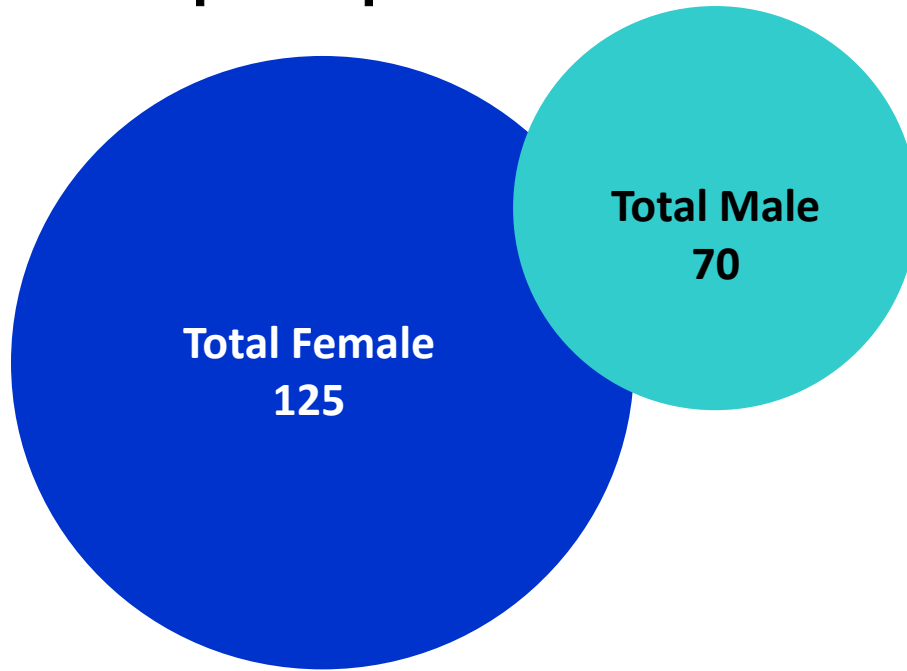


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Leadership Development

Leadership Development



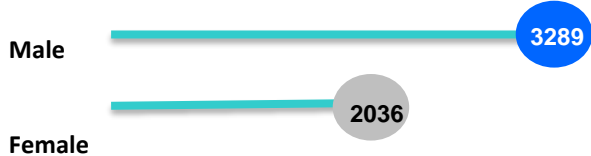
- Accelerated Managerial Leadership for Executives (AMLE)
- Management Advanced Programme (MAP)
- New Managers Programme (NMP)
- Financial Modeling in Excel
- The Expert Negotiator
- Scenario Planning & Strategic Thinking
- Women as Leaders
- Business Acumen for Line Managers

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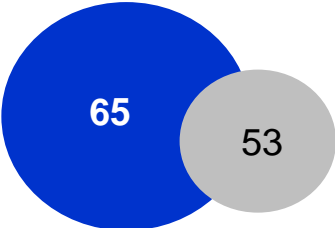


Community & Employment Equity

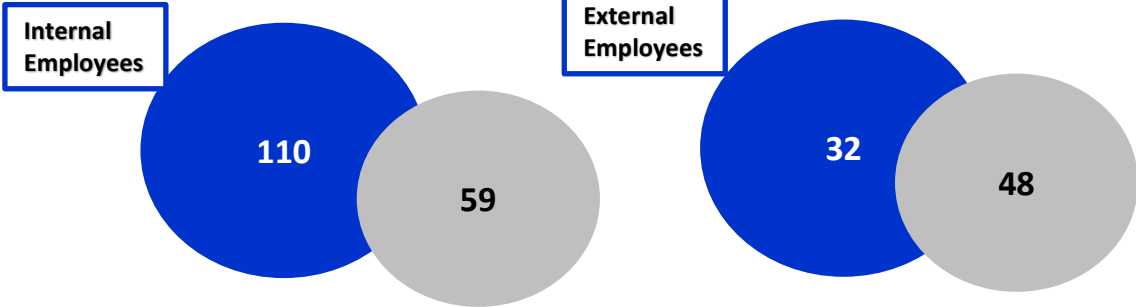
Compliance/Functional initiatives



Graduate Development Program/ Experiential Students



Learnership Programmes



	Female	Male
Internal Bursaries		
18.1 (Employed)	96	60
External Bursaries		
18.2 (Unemployed)	20	17
Total	116	77



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Environmental Bottom Line

SHEQ Management System



WORK ENVIRONMENT

- Work place standards
- Compliance to applicable legislation
- Safety equipment fit for purpose
- Cradle to grave practice – hazardous waste management
- Contract Management
- Equipment fit for purpose



SHE Systems

- OHSAS 18001:2007 upgraded to latest standards:
- ISO 14001:2015
 - ISO 9001:2015
 - Occupational Health Management Reporting



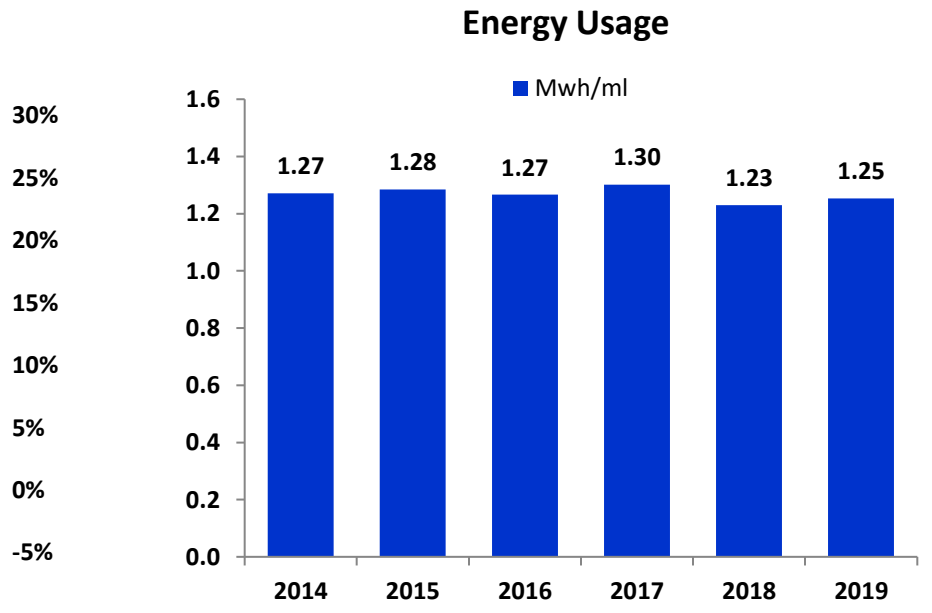
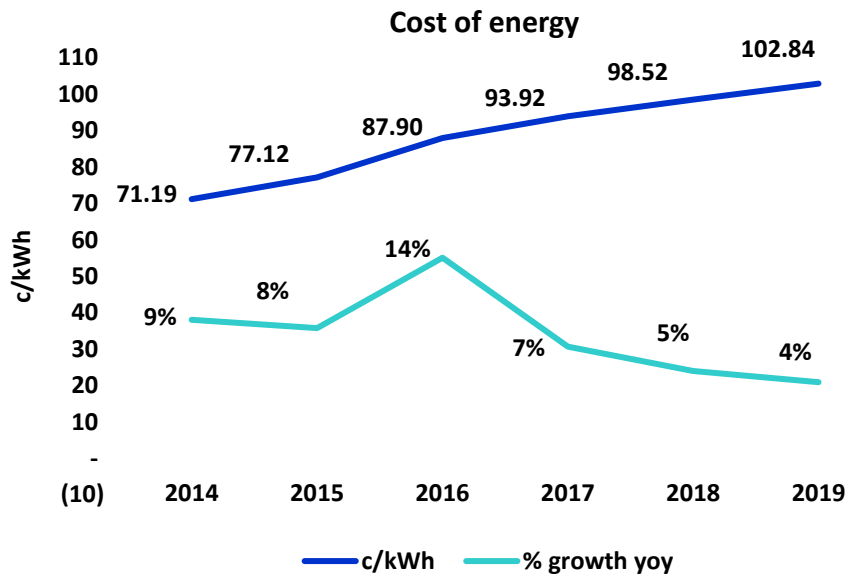
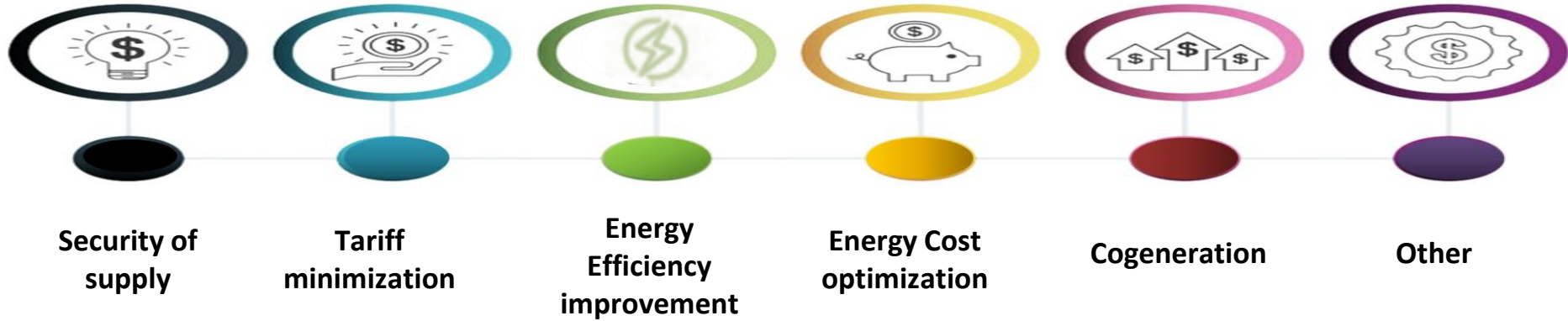
People Factor

- SHEQ Leadership commitment at all levels
- Occupational Health management
- Appropriate SHEQ training
- Effective communication across the board

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Environmental Bottom Line



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Performance Snapshot



Revenue
R15.3 billion
 14% Increase
 (2018: R13.5 billion)

Total Assets
R29.6 billion
 13% Increase
 (2018: R26.5 billion)



Gross Income
R5.539 billion
 17% Increase
 (2018: R4.737 billion)

Total Liabilities
R8.1 billion
 0.3% Increase
 (2018: R8.1 billion)



Net Income
R3.549 billion
 18% Increase
 (2018: R3.012 billion)

Capex Spend
R1.398 billion
 17% decrease
 (2018: R1.683 billion)
 *Excluding borrowing costs

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FINANCIAL PERFORMANCE

CHIEF FINANCIAL OFFICER SM NYEMBE

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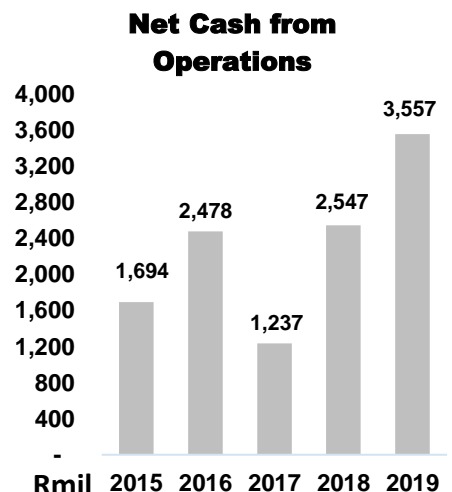
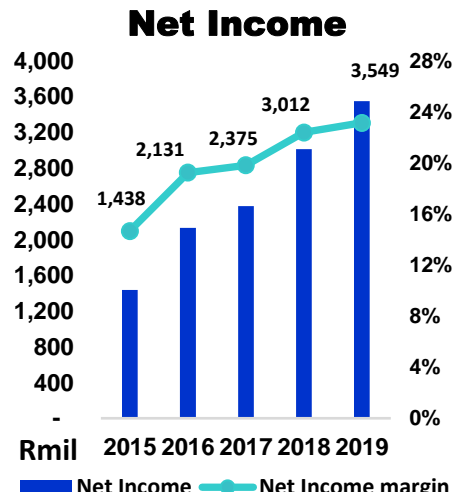
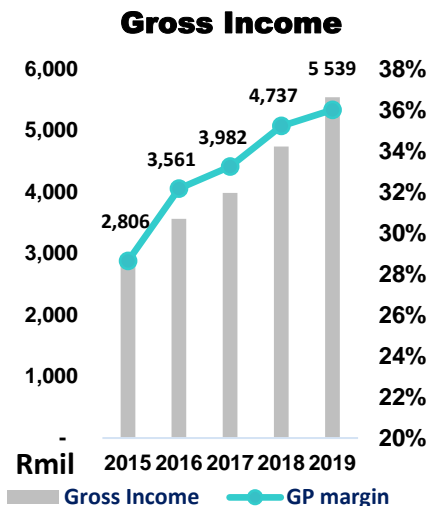
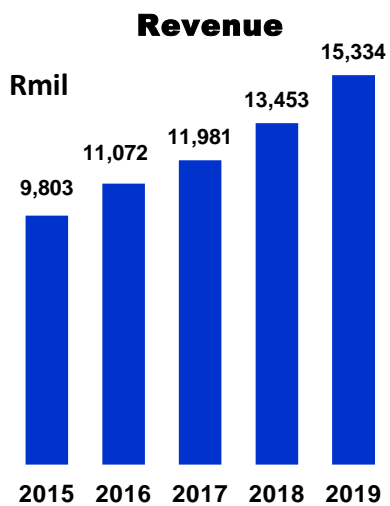
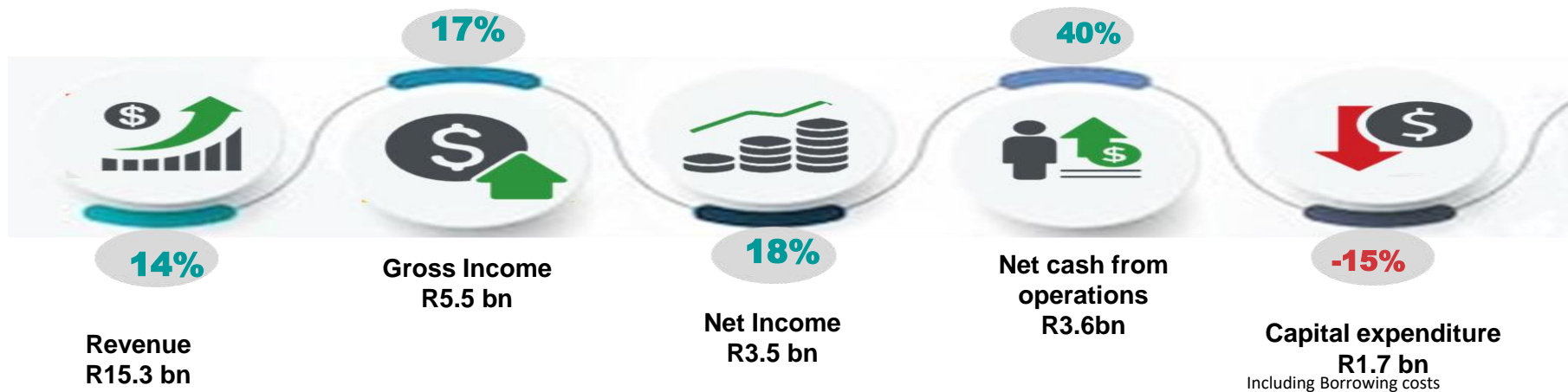
Financial Strategy



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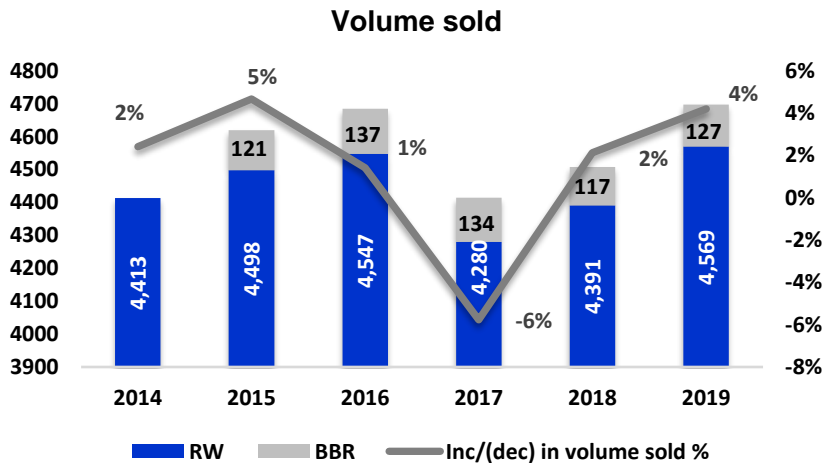
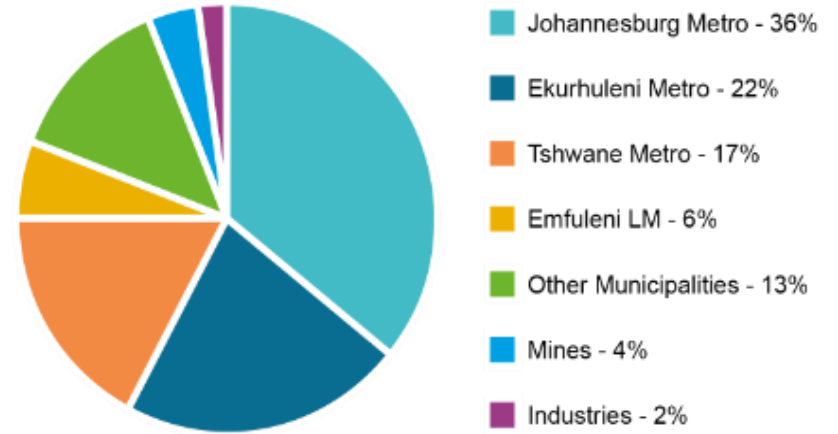
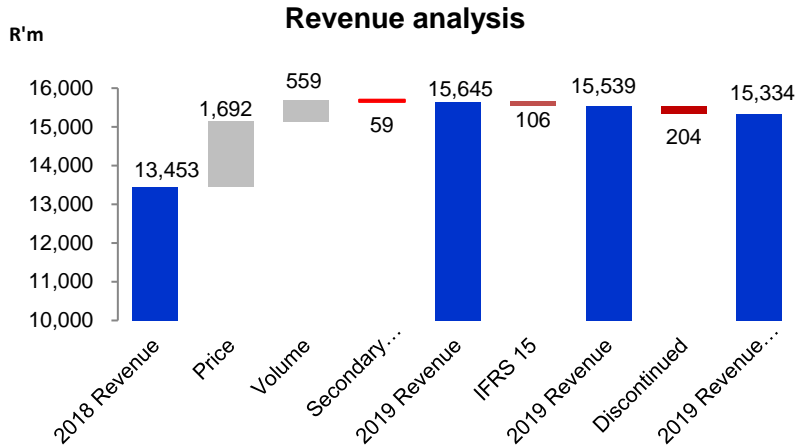
Financial Performance Overview



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Revenue Analysis



127 MI/day on average supplied to BBR



5045 MI/d highest recorded peak daily demand



4696 MI/day supplied on average



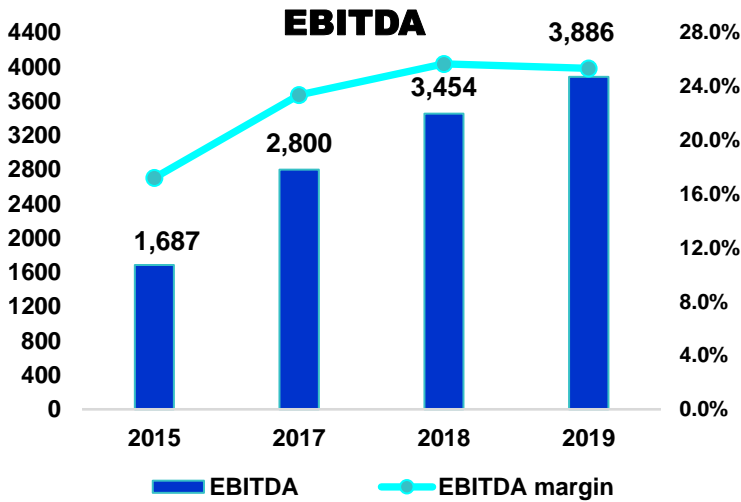
Revenue growth driven by **12.2%** tariff increase and **4%** Volume increase

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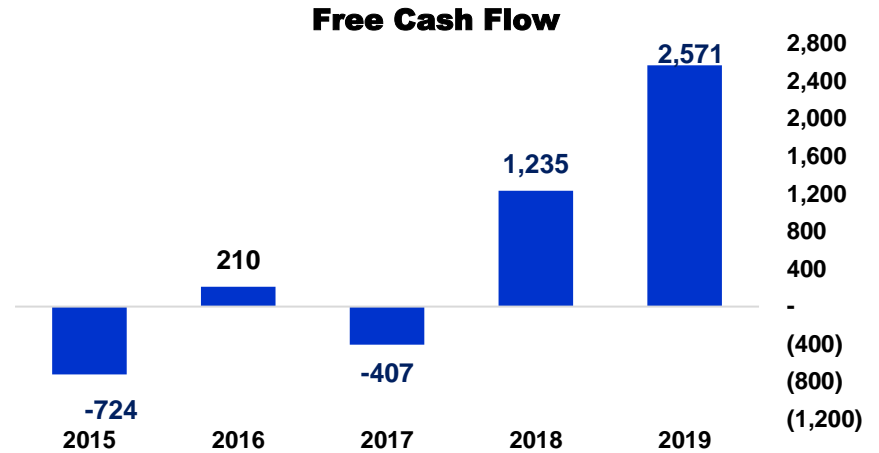


Financial Performance Overview

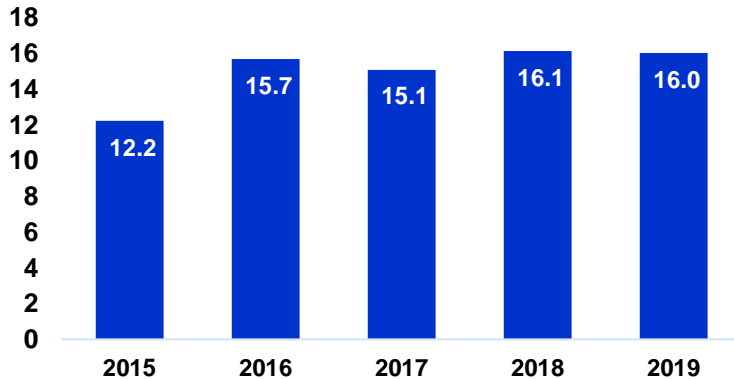
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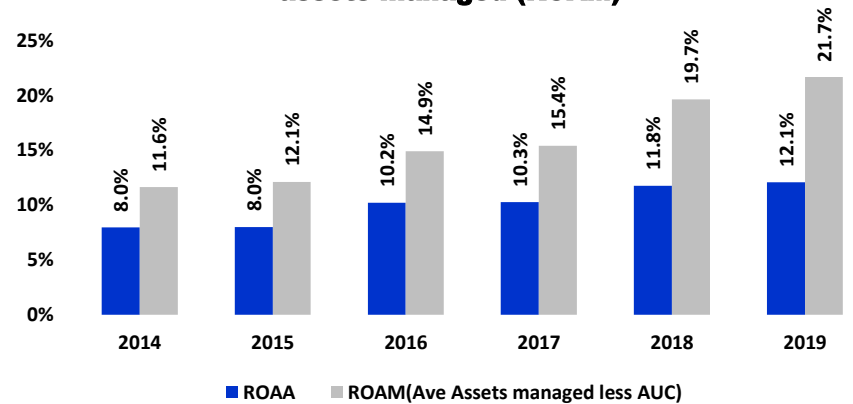
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Return on Equity (%)



Return on average assets (ROAA) and Return on assets managed (ROAM)



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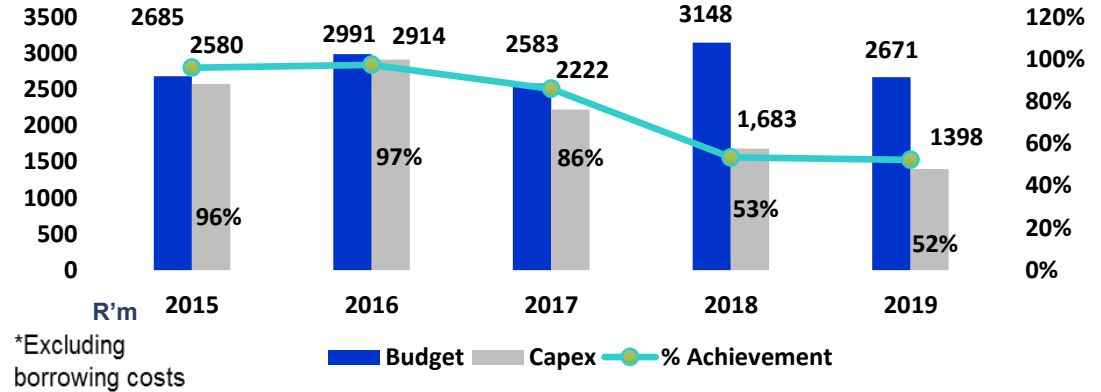
Ploughing Back Our Net Income

Delays on Capex programme however projects were awarded based on revised reinvigorated design and building contracting Strategy

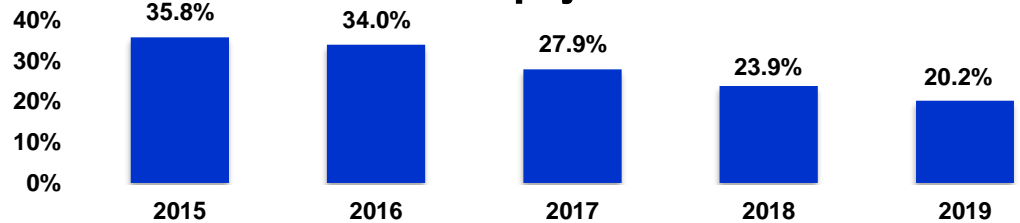
Increased cash generated from operations resulted in no debt requirement

Remain focused on process efficiencies and Cost Containment monitoring

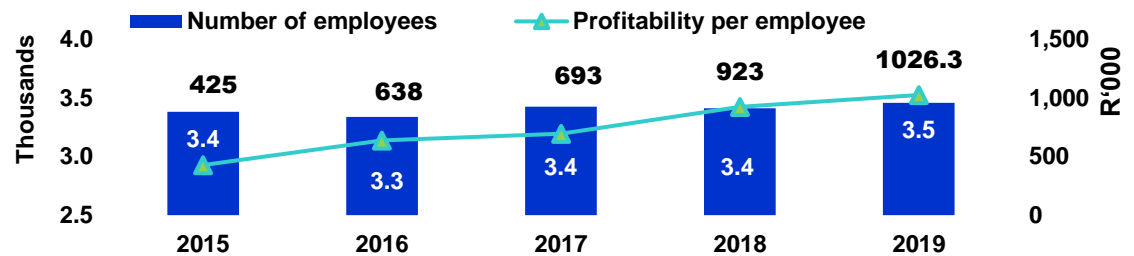
Capital Expenditure Performance



Debt to Equity



Profitability per employee



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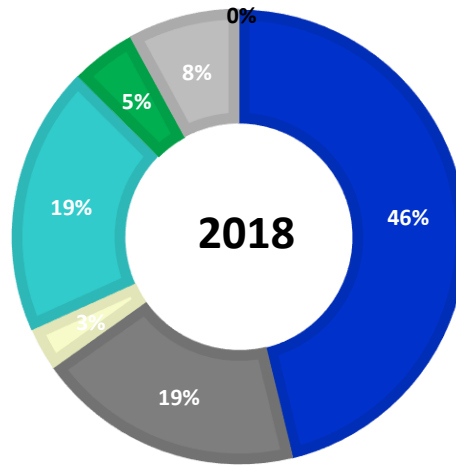
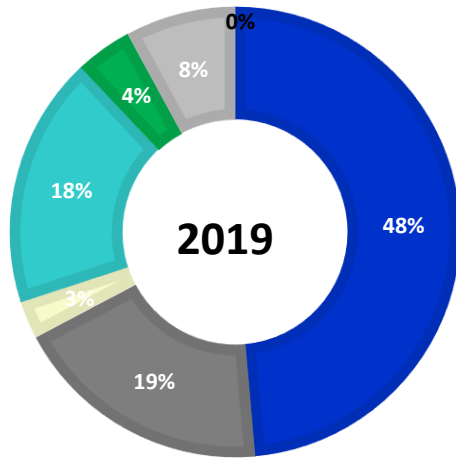


Cost Breakdown

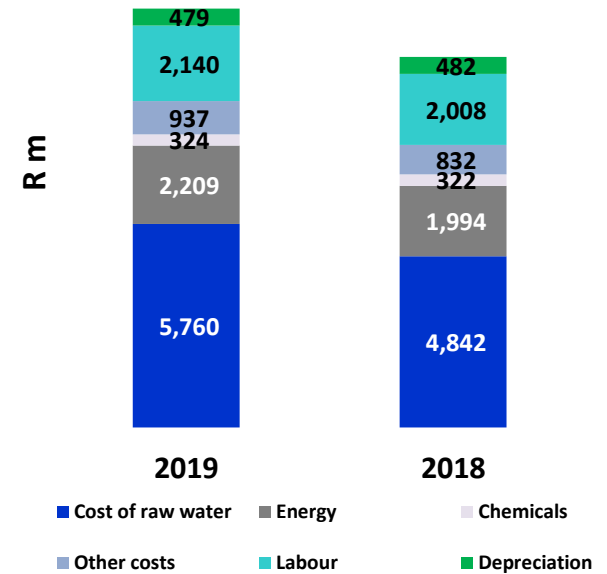
For the year ended 30 June

	2019 R million	2018 R million
Revenue	15 334	13 453
Operating expenses	11,371	9 999
Depreciation and Amortisation	479	482
Total operating expenses	11,850	10 482

Cost breakdown Operating Expenses



Net Operating Expenses



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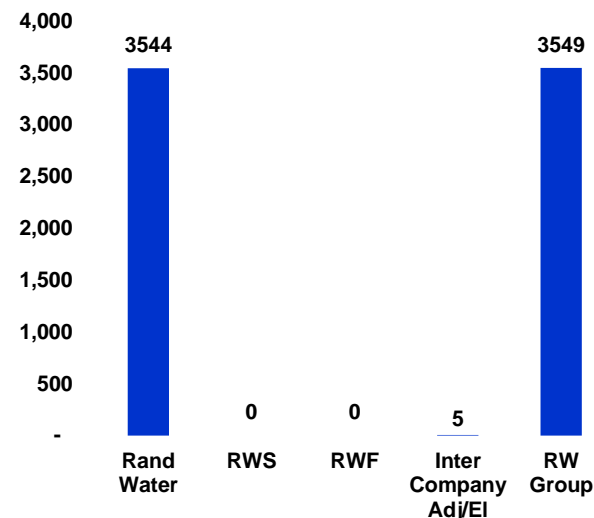


Statement of Financial Performance

For the year ended 30 June	2019 R million	2018 R million
Revenue	15 334	13 453
Net operating expenses	(11 371)	(9 999)
EBITDA before discontinued operations	3 963	3 454
Losses from discontinued operations	(77)	-
EBITDA	3 886	3 454
Depreciation and amortisation	(479)	(482)
Income from operations before net finance costs	3 407	2 972
Net investment income	142	40
Net income for the year	3 549	3 012

Net finance income	2019	2018
Total finance costs	(483)	(463)
Borrowing costs capitalised	273	285
Finance costs expensed	(210)	(178)
Total finance income	351	218
Net investment income	142	40

Net income contribution



Other operating expenses increase is mainly attributable to:

- Expected Credit Loss(ECL) increased by R 551m to R 1 063m in June 2019
- Included in the net investment income (finance income) is interest charges on trade receivables of R85m (2018:R67m), which have grown by 27%.

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Change In Accounting Treatment For Conditional Assessments Of Pipelines

- Condition assessment of 38% of the pipeline network has been undertaken. The organization has plans in place to complete the remaining work to cover 62% of the network. The cost incurred to date amounted to R421m.
- Due to pipeline assets strategic importance, high water requirements on the system and the risk associated with repeated drainage and re-filling of the pipeline, very limited opportunity exist to decommission and drain the pipeline to perform internal inspections.
- This then posed a risk on operating these assets which therefore required urgent inspection technologies that would enable un-drained as far as possible, live assessments of the pipeline.
- The combination of various methods and technologies to assess the rather complex situation in a holistic perspective was then used.
- The business requested an outline proposal to carry out a major project using a variety of condition and performance assessment techniques and technologies to cover the full pipeline network and appurtenant infrastructure.
- In the prior year periods, comprehensive conditional assessments that were undertaken by the organization were recognized as capital expenditure instead of operational expenditure as they were assessed to meet the “major inspection” criteria;
- In the current year, this criteria has been reassessed and a different treatment has been adopted based on the following:
 - The comprehensive conditional assessment is not a condition for Rand Water to continue operating the item of PPE, i.e the Pipelines.
 - The pipelines can function as intended by management without going through the comprehensive conditional assessments.
- The total costs incurred of R421m has thus been expensed rather than capitalized

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Impact from the Implementation of New IFRS Standards

Rand Water has adopted the following International Reporting Standards(IFRS) effective 1 July 2018:

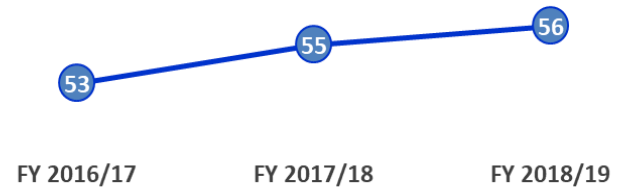
IFRS 15 (Revenue from contract with customers)

- It established a comprehensive revenue recognition framework which has led to revenue of R106 million not being recognised for those customers who failed to meet the collectability criteria.

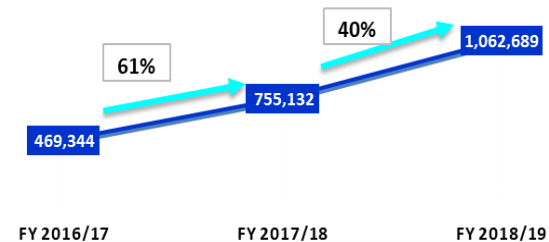
IFRS 9 (Financial instruments)

- The surge in the bad debt provision was led by among others the adoption of IFRS 9 impairment, which drove the change in the manner in which these provisions are estimated.
- Resulted in significant increase in the expected credit loss by 108% to R 1 063 million compared to the prior year figure of R512 million.

Debtors Days -Yearly Trend



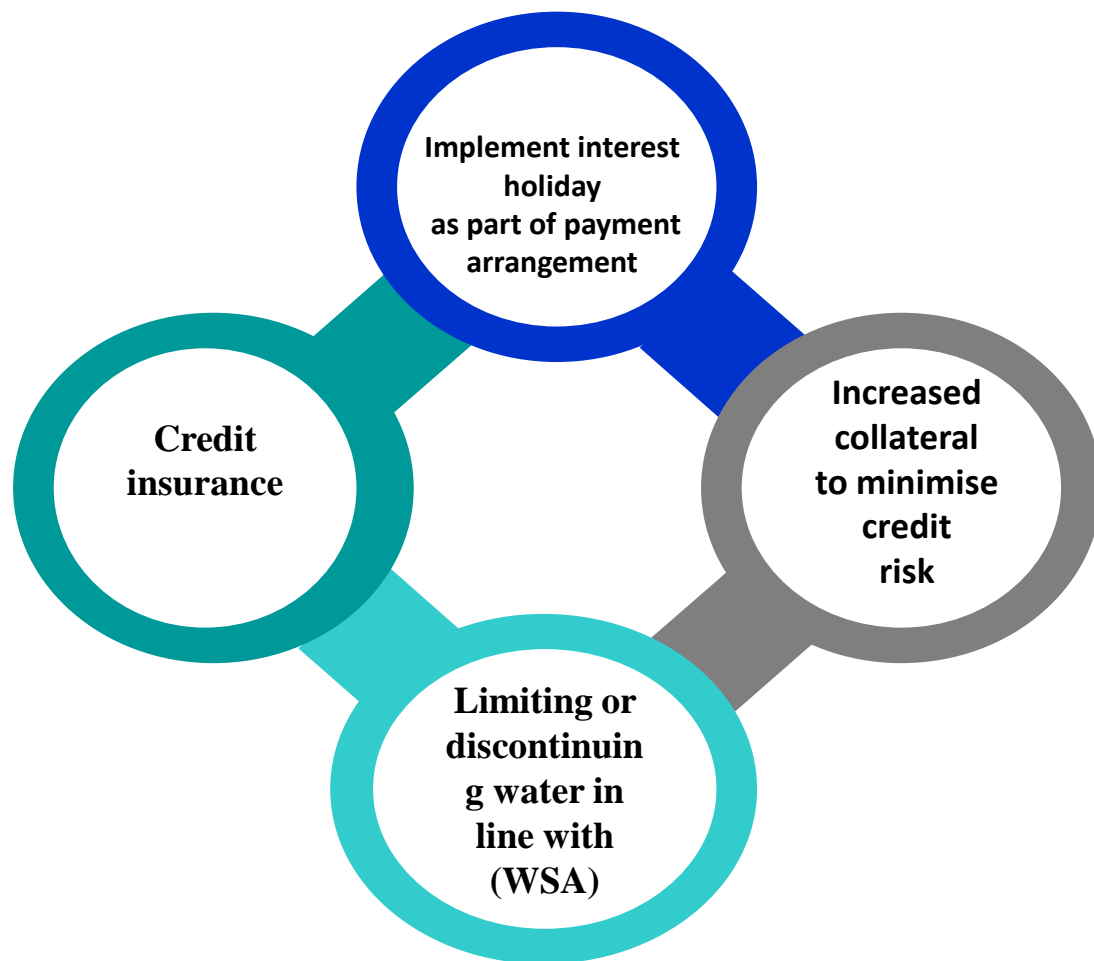
EXPECTED CREDIT LOSS



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Expected Credit Loss



Communications campaign to build a civic duty for payment

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Interventions implemented on Debt Collection- Potable Water

Challenges

- Municipalities not honoring the current account timely.
- The Municipality is placed under section 154 of the constitution 154 to capacitate the municipality to manage their own affairs.
- Several payment arrangements have been entered into, some have failed to honour their commitments
- 2 Municipalities have been placed on section 139 of the Constitution
- The bulk water production and distribution in the Bushbuckridge area of supply was effectively handed over to the Bushbuckridge Local Municipality on 1 July 2019

Interventions

- Regular engagements and Formal payment arrangements
- Water flow reductions to discourage municipalities of default.
- Rand Water is monitoring the recovery plans of the municipalities under administration
- On a monthly basis, a report of all arrears owed is submitted to National Treasury and the Department of Water and Sanitation as per Section 41(2) (b) of the MFMA

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Irregular, Fruitless and Wasteful Expenditure 2019



SUMMARY

IRREGULAR EXPENDITURE

- Current Year Confirmed Irregular Expenditure = R699.2 million
- Prior Year Irregular Expenditure Payments in Current Year = R125.2 million
- Prior Year Matters (Re-classifications/Removals) = - R2.2 million
- Matters referred to National Treasury for Condonation = R118.2 million
 - R117.1 million relating to prior year irregular expenditure
 - R1.1 million relating to current year matters

FRUITLESS AND WASTEFUL EXPENDITURE

- Current Year Confirmed Fruitless & Wasteful Expenditure = R470 thousand
- Fruitless and Wasteful Expenditure Written Off (Prior Year Matters) = R1.7 million

MATERIAL CASES OF CRIMINAL CONDUCT

- None

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Irregular Expenditure 2019

Panel of Manufacturers (R463m)

Rand Water decided to set up a Panel of manufacturers to address the pipe manufacturing scope. This Panel solicited rates from the market and after assessing them decided to negotiate the service providers to be appointed on RW rates. This process saved RW millions of Rands, as on average the RW spend rates were less compared to the service providers rates.

Irregularity: The 90/10 preference point system wasn't utilized in the evaluation to award the tender.

Rationale:

- The 90/10 preference point system is used to award to **a bidder** (*singular*) scoring the highest points (PPR 7(8)).
- It was Rand Water's intention to mitigate risk, in accordance with the SCM Policy, by not awarding to one supplier but to make multiple awards or a number of suppliers, hence the reference to "panel" in the bid document. The award was made to all functionally responsive bidders.
- It is not feasible to use a ranking system (90/10) when the intention was to appoint **all** the functionally responsive bidders.
- Rand Water conducted a pricing analysis on the submissions of the functionally responsive bidders, in compliance to clause 9.1 of page 96 of commercial tender document where it stipulated that Rand Water reserves the right to appoint based on rates determined by the Internal Quantity Surveyors and /or cost engineers. This was to ensure that Rand Water normalises the pricing across the suppliers to be awarded. There were engagements with the suppliers.

Way forward: The request for condonation has been submitted to National Treasury.

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Emergency Procurement (R199.4m)

Difference of opinion in the interpretation of legislation

- National Treasury SCM Instruction Note 3 of 2016/17 *Preventing and combating abuse in the SCM system*
- Engagements with all relevant Regulators and AGSA continue.

Why emergencies were declared

- To protect human life and assets (*Security*)
- To be able to provide habitable clean environment for Rand Water staff and visitors (*Cleaning*)
- Water treatment chemicals are a critical component of Rand Water's treatment process in the production of safe drinking water (*Chemicals*)

Consequence Management

- This matter will be dealt with in accordance with the Irregular Expenditure Framework.

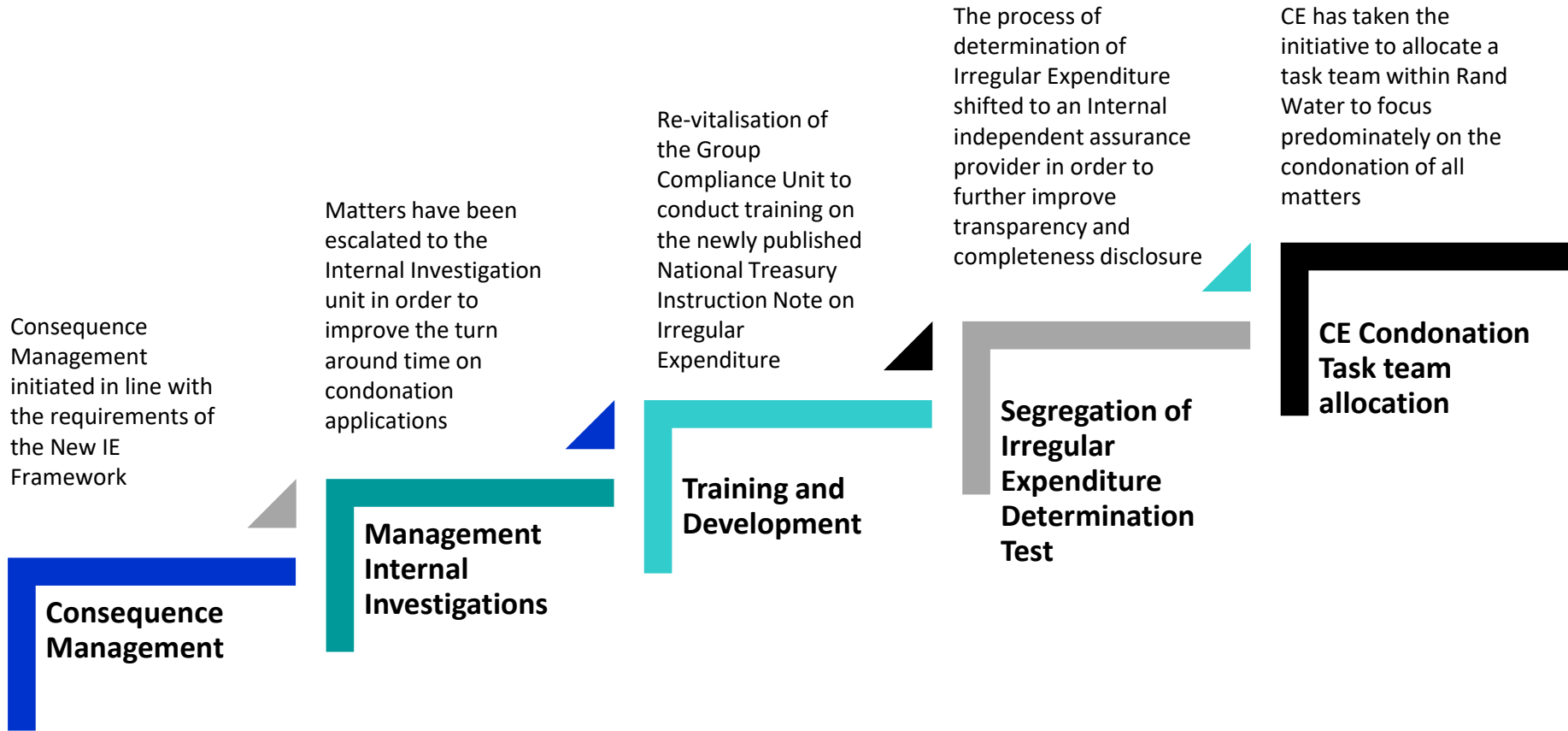
GENERAL LEGISLATIVE MATTERS

- In the period between 2016 to date, over 30 instruction/practice notes/circulars have been issued by National Treasury affecting the supply chain value chain.
- The implementation of the Irregular Expenditure Framework is in place. The role of the AGSA and the Accounting Authority is also a matter of a difference of opinion. Engagements with National Treasury continue.
- The **cidb** Standard for Uniformity in Engineering and Construction Works Contracts was published on and became effective on 8 August 2019. There was no time provided for entities to conduct adequate change management. Engagement with the **cidb** continues.

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Subsequent Initiatives Adopted To Deal With Fruitless And Wasteful And Irregular Expenditure And Criminal Conduct



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Contributing Factors & Various Interventions

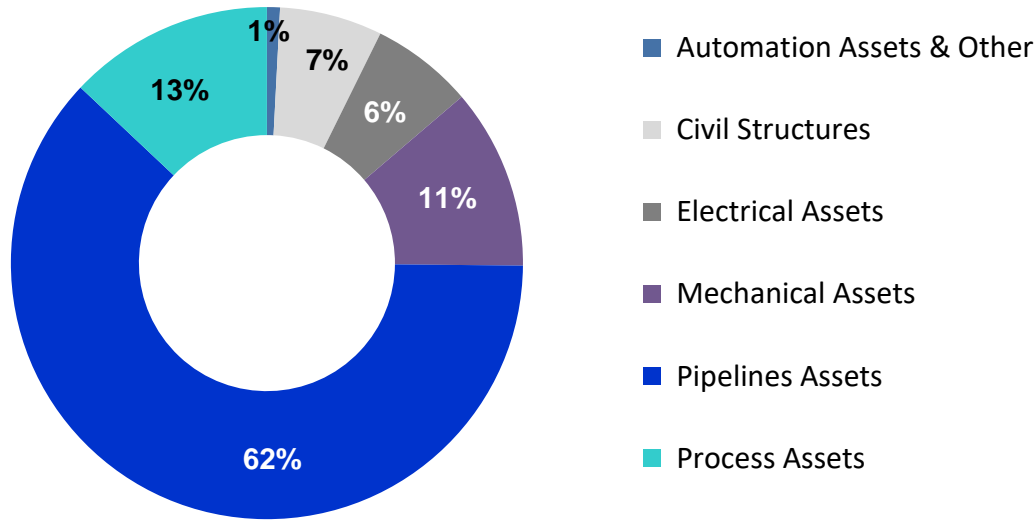
- Supply Chain Management processes impacted by new National Treasury regulations
- The business has been experiencing major challenges with the procurement of goods and services
- These challenges had a negative impact on the roll out of critical projects targeted for Capex and Opex
- Internal bottlenecks in the tender award process were as a result of a significant market response on certain tenders, and the need to re-issue tenders due specification changes and due to minimum requirements of the tender document not being met
- Since October last year, Rand Water embarked on an effort to optimise the Supply Chain Division into a sustainable, efficient and professional Division
- Various interventions have been identified to stabilise Supply Chain Management and the business operations at large



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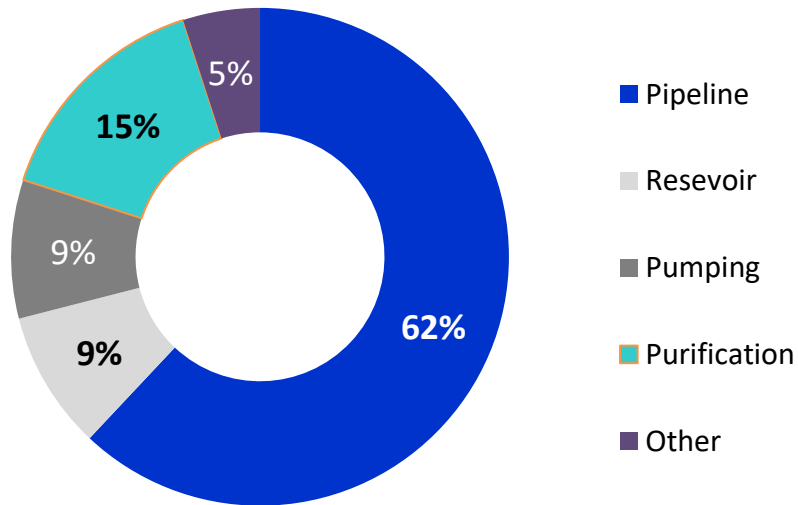


Analysis of Capital Expenditure



Capital expenditure 2018/19

R 1.4 billion
(excl. borrowing costs)



5-year Capital expenditure 2020 to 2024

R 27.6 billion

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Statement of Financial Position

For the year ended 30 June	2019 R million	Restated 2018 R million
ASSETS		
Non-current assets	23 250	21 752
- Retirement benefit asset	2.2	15.6
Current assets	6 267	4 756
- Contract assets	118	182
- Term deposit investments	899	-
- Cash and cash equivalents	2 646	1 787
Non-current assets held for sale and Assets of disposal groups	329	2.4
TOTAL ASSETS	29 846	26 510

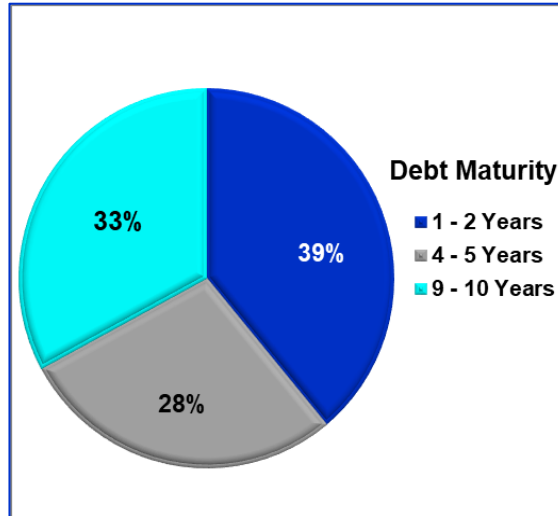
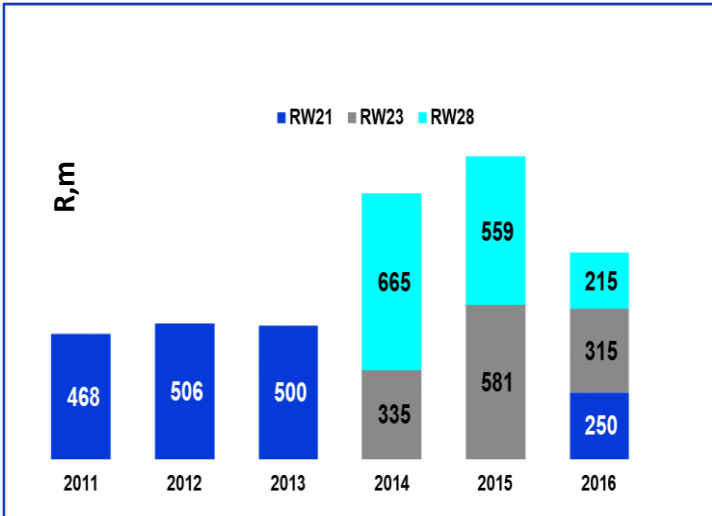
Working capital movements	June 2019 R'm	June 2018 R'm	Movement R'm
Inventories	493	485	(8)
Trade and other receivables	2 107	2 300	193
Trade payables	(3 170)	(3 166)	4
Contract assets	118	182	64
Contract liabilities	(59)	(62)	(3)
Income received in advance	(114)	(409)	(295)
Working capital movements	(625)	(670)	(45)

Increase in ECL by 108% to R1,063m (2018: R512m).

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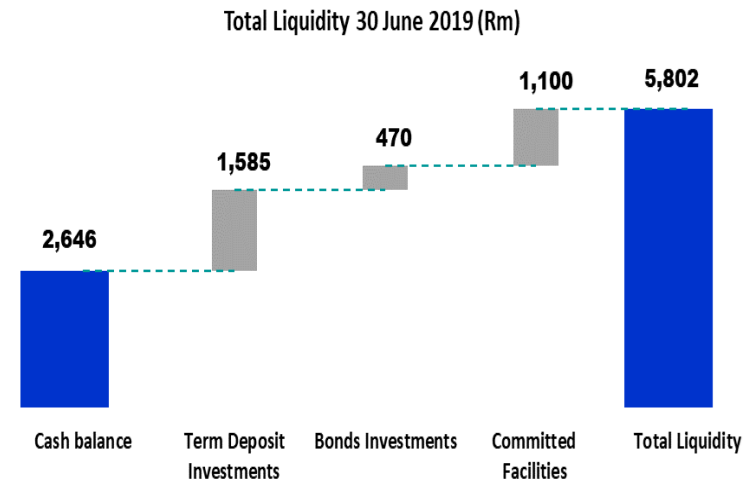


Debt Profile



Credit Ratings	Standard & Poor's	Fitch
National Scale Issuer Ratings	Foreign Currency BB+	Short Term F1+ (zaf)
	Local Currency BB+	Long Term AA+ (zaf) / Stable

Available Facilities Rm	Facility Amount	Utilised Amount	Available
Banks (Committed facilities)	1 100	-	1 100
DMTN	10 000	4 377	5 623
Total	11,100	4,377	6,723



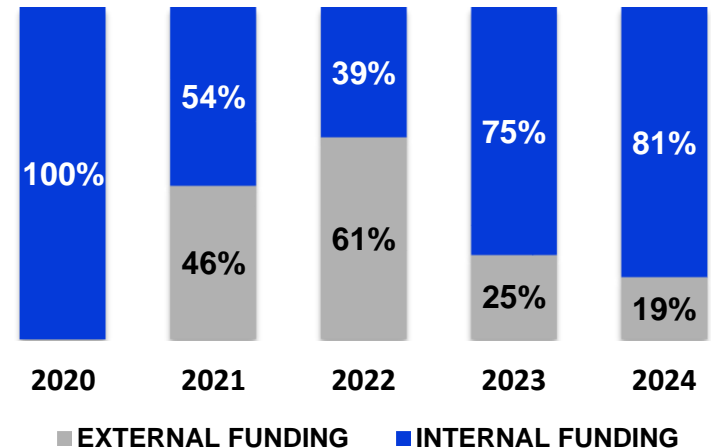
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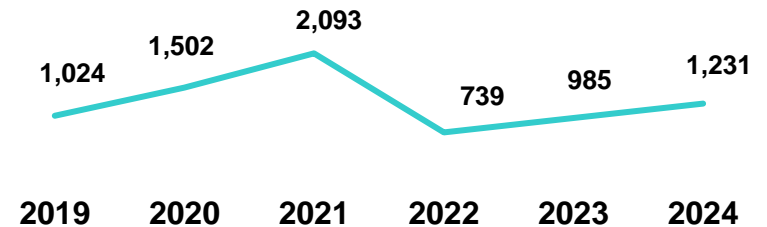
Funding Plan – 2020-2024

- Approved borrowing limits are adhered to
- Minimisation of the cost of capital
- Ratings implication
- Strong cash flows and balance sheet to enable capital investment
- Ensure the duration of its debt portfolio match with the underlying assets, in order to ensure efficient asset and liability management
- Strategies aimed to minimize the impact of early financing costs with the objective of obtaining finance cost holiday
- Investment strategy aimed to narrow the carry costs

Funding Plan 2020-2024



Total Redemption Reserves 2017 - 2024



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STRATEGIC FOCUS & LOOKING FORWARD

CHIEF EXECUTIVE: SIPHO MOSAI

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Five Year Strategy In A Nutshell

- Rolling out the capital expenditure Programme, which remains critical to Rand Water's success
- Prudent application of the credit management policy to maintain financial health and sustainability
- Re-engineer Supply Chain Management function of the business
- Diversify Rand Water's product offering including vertical integration
- Establish a fully functional Innovation, Research and Development Division
- Modernise our communications and make it proactive
- Improved focus on stakeholder engagement

Re-enforcement On Research And Development

Establish a fully functional Innovation, Research & Development Division:

- Innovation Hub
- Rand Water Academy
- Consolidated Research and Development Division

The Innovation, Research and Development division will focus purely on harnessing Rand Water ideas for incubation and for implementation at the right time



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“Working Towards Rand Water Of The Future”

The Fourth Industrial Revolution –



Future of drinking water depends on databotics

Combination of robotics, big data, and artificial intelligence to do a more efficient job of upgrading the aging infrastructure

Rand Water’s pipeline has an average life of 60 years and is app. 4,000 kms”

Robotics can assist streamlining of pipeline maintenance and replacement for more efficient

Benefits

- Full view of the pipe needing replacement
- Only replace what needs replacement and efficiently
- Rand Water is an organ of state in terms of Section 239 of the Constitution

Databotics capabilities

- Algorithmically figure out the areas in a region (pipeline) where pipes are more at risk
- Robots have camera functionality RFT magnet sensor which allows engineers to measure the amount of material loss in the pipe.

Rand Water’s Big Data value proposition

- Perform advanced analytics on water flows, pressures, quality and system demand (consumption)
- Real-time leak detection, pressure surge monitoring, data management and water loss analytics
- Consumer-level Non-Revenue-Water (NRW) tracking for revenue protection

Benefits

- Databotics Models can predict failure rates at 80 – 90% accuracy rate
- Able to detect pipe issues based on chemical reaction and other factors



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Thank
you



*Adding Wisdom to Water through an
Innovation Risk Based Strategy*



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