

## Manila Water's Expansion Projects in the Philippines and Asia\*

Manila Water Company Inc (MWC) is the private operator of the east zone concession of the Metropolitan Waterworks and Sewerage System (MWSS) in Manila, Philippines. When MWSS was privatized in 1997, it was touted as the biggest water privatization in the world. MWSS was divided into two zones (east and west) and the management of each zone over 25 years, including financing for capital investments, was bidden out to two private companies. The International Finance Corporation (IFC), World Bank's private sector arm, advised the privatization; it is now a major shareholder of MWC.<sup>1</sup>

Amidst the fiasco of a bankrupt Maynilad (the west zone concessionaire), government, IFC and its ilk have made sure that the east zone concession does not go the same way, as private sector participation in water is an avowed policy and cannot be allowed to fail. Moreover, in efforts to find a 'champion' among private water operators, Manila-based Asian Development Bank (ADB) conveniently found MWC right at its doorstep; the Bank has done its fair share in actively promoting the company's 'solid performance' among water operators in the region. Below are some key indicators:<sup>2</sup>

- Net income: P558 M (2002) to P2,419 M (2007)
- Shareholder value: P6.50/share (2005) to P18.50/share (2007)
- Non revenue water: 63% (1997) to 23% (2007)
- Water coverage: 58% (1997) to 99% (2007)
- Staff per 1,000 connections: 9.8 (1997) to 1.6 (2007)

What Manila Water, WB-IFC, ADB and its ilk do not widely publicize, however, is the cost that consumers have to bear for this performance, e.g., the staggering 800% (and rising) increase in water rates that the operator sought, and had been granted, over the past ten years, and how urban poor households are being given lower service levels than what should be due all.

Ten years hence, Manila Water has stretched its wings and ventured into 'markets' outside its concession, not only in the Philippines but also in the Asian region. International water companies have moved out or slowed down in Asia and the company has aggressive plans to fill in this gap and largely 'untapped' market.

Locally, MWC is exploring business opportunities outside its main water distribution business and into bulk water supply projects in such cities as Cebu, Cagayan de Oro, Bulacan, Laguna and in major tourist destinations. Manila Water is also looking at new concessions, acquisitions or partnerships with local water districts. Further, MWC is planning to diversify into wastewater treatment facilities to companies who need to comply with the newly enacted Clean Water Act.<sup>3</sup>

For its expansion projects overseas, MWC initially identified three projects in India and Thailand, citing as its core competence the area of wastewater management and water

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\* By Violeta P. Corral, July 2008, Public Services International Research Unit ([www.psir.org](http://www.psir.org))

distribution. Manila Water would later win one contract in India, its first project overseas. MWC is also setting its sights on management service contracts in smaller Asian countries since most of the bigger water investors are focused on China and Eastern Europe. <sup>4</sup>

In August 2006, MWC geared up to become a multinational firm and become a regional player by expanding within the Southeast Asian region through a joint venture between its mother unit Ayala Corp and UK's United Utilities.<sup>5</sup> At its Annual Stockholders' Meeting in April 2008, MWC announced plans to form a subsidiary to pursue projects overseas.<sup>6</sup>

MWC's expansion projects in the Philippines include two recently-won contracts (Bulacan bulk water supply, Boracay O&M) and two failed bids (Maynilad/west zone acquisition, Carmen/Cebu bulk water. Overseas, Manila Water has an ongoing management contract in Tiripur (India), and has recently won a five-year leakage reduction contract in Ho Chi Minh (Vietnam); it has pending bids in Hongkong, China and other parts of India, among others. The figure below shows Manila Water's expansion activities in the Philippines and Asia.<sup>7</sup>



At least two questions beg to be asked: Are MWC's investment plans outside its concession allowed under the terms of the 1997 agreement? Are these expansion costs being borne by the ordinary Metro Manila consumer, e.g., the P120M (\$2.6M) 'development cost' MWC claims to have incurred in its failed bid for a Cebu bulk water supply project. Unfortunately for many of us, the regulator has not been forthcoming about what are allowable costs under the concession, as with most other very basic information about the concession.<sup>8</sup>

The next sections provide a list and brief description of MWC's major expansion projects in the Philippines and Asia, as culled from various sources.

## **A. PHILIPPINES**

### **Bulacan bulk water supply**

*Dec 2007:* MWC bagged a \$265M (P11B), 190-MLD bulk water supply project in nearby Bulacan province through a deal brokered by MWSS; this is the province's biggest water infrastructure project. MWSS and Bulacan agreed to extend MWSS' water service to the province and, as MWSS' 'agent' and 'contractor', Manila Water will implement the 10-year project.<sup>9</sup> The existing water districts retain their distribution function, and shall be given access to grants and loans to ensure the readiness of their networks once the project is operational. The controversial bulk water deal is underway despite opposition from some officials who see the deal as highly disadvantageous to Bulacan. Two years earlier, Bulacan set out to competitively bid the project, with loan expected from World Bank through a state-owned financial intermediary (Development Bank of the Philippines).<sup>10</sup>

### **Boracay O&M**

*May 2008:* MWC won a contract from Philippine Tourism Authority (PTA) to operate and maintain the Boracay Water and Sewerage System (BWSS), a PTA unit. BWSS operates a water treatment plant in Caticlan and a sewage treatment plant on Boracay island, one of the country's top tourist destinations. MWC will finance the construction of additional water facilities and increase wastewater treatment capacity; its initial studies show capital investments could cost P300-400M (\$7-9M). Boracay has encountered environmental problems due to the influx of tourists and increasing number of commercial establishments.<sup>11</sup>

### **Carmen (Cebu) bulk water supply**

*Mar 2004:* A consortium led by Ayala, MWC's parent unit, submitted an unsolicited 25-year BOT proposal to Metro Cebu Water District (MCWD); two years later, the Ayala consortium and MCWD inked an agreement for the Carmen Bulk Water Supply project. The P2B (\$35M), 50-MLD 'take-or-pay' project is MWC's first venture outside its east zone concession. The project also involves the construction of a P700M 30-km transmission pipeline to be borne by the water district. Strong opposition to the project came from MCWD's union and city officials who found the terms objectionable - e.g., a P120M 'development cost' to be refunded to Ayala in event it loses in a 'Swiss challenge'; IFC's conflict of interest role, etc.<sup>12</sup> MCWD and the consortium failed to strike a deal past the government-set July 2007 deadline. MCWD has since looked for other bulk water suppliers, including 'public-public partnerships' with local governments. MWC, however, is still hopeful it can win the contract, merely saying it has 'yet to secure approval from the local government of Carmen.'<sup>13</sup>

### **Cebu-Toledo bulk water supply**

*March 2007:* MWC and Toledo-based Atlas Consolidated Mining & Development Corp (ACMDC) held preliminary negotiations for a possible joint venture in a water supply project for Metro Cebu, different from the Carmen project. Through wholly-owned subsidiary Aquatlas, ACMDC is undertaking a water and reservoir project in Metro

Cebu, estimated at P3.4B (\$70M). The 25-year concession involves the delivery of up to 100 MLD of potable water to Cebu City and the populated areas in Toledo City.<sup>14</sup>

#### **Maynilad (West Zone) acquisition**

*April 2005:* MWC indicated its interest in taking an equity stake in Maynilad, the west-zone concession that went bankrupt, bailed-out by government and then re-privatized. Manila Water teamed up with Mitsubishi Corp, BPI Capital Corp and WZ Co Inc to bid for 84% of government equity in Maynilad. MWC, however, lost in the December 2006 bidding. The winning consortium of DMCI Holdings, Inc. and Metro Pacific Investment Corp offered a \$447.2M bid; MWC's was \$399M. Both bids were over the \$56.7M minimum bid set by MWSS.<sup>15</sup>

#### **La Union bulk water / distribution**

*Dec 2005:* MWC held initial talks with water districts of La Union for possible bulk water supply contracts; World Bank shall be tapped to finance the project. A water distribution contract had earlier been envisaged at a project cost of P150M (\$3M), with a target population of 700,000 people.<sup>16</sup>

#### **Metro Iloilo water supply**

*Feb 2008:* Metro Iloilo Water District (MIWD) sought World Bank assistance on the viability of a private-public partnership, with models in Manila and Cagayan de Oro City. When typhoon Frank damaged Iloilo's water system in July 2008, MIWD sought MWC's help which immediately dispatched its state-of-the-art Portable Water Treatment Plant (PWTP) to provide safe drinking water. Manila Water also sent a team of technical personnel to operate the plant. The first of its kind in the country, MWC bought the P11.5M mobile plant from Spain in 2006 to complement its business continuity plan. The PTWP was also dispatched in Bicol when typhoon Milenyo devastated the region.<sup>17</sup>

## **B. INDIA**

### **Tirupur**

*May 2005:* MWC won a \$200M management contract with a water distribution company for the operation of a new water and wastewater facility in Tirupur, Tamil Nadu state; MWC teamed up with United Utilities Plc (UU PLC) and the Mahindra Group, a leading conglomerate in India. Three MWC managers were deployed for the project. Currently MWC has management contract with Mahindra Water Utilities Ltd to operate 185-MLD water supply and sewerage system.<sup>18</sup>

### **Delhi**

*July 2005:* MWC prequalified to bid for a 6-year (\$60M) management contract for the operation and management of water & sewerage systems for approximately 1.4 million people. The project is part of a \$100M loan extended by World Bank to Delhi Jal Board, and is MWC's second venture in India, after winning the Tiripur contract two months earlier. In April 2006, Indian NGOs halted the privatization of Delhi's water service, thus 'indefinitely postponing' MWC's plan to enter the Delhi market. For the Delhi project, MWC teamed up with India's largest engineering firm (Larsen and Toubro Ltd) and the Mahindra Group.<sup>19</sup>

### **Bangalore (Karnataka)**

*Oct 2006:* MWC eyed a \$100M water supply and sewerage contract in Bangalore, with United Utilities and Mahindra Group. Home to 6.5 million people, Bangalore city is in the state of Karnataka in Southern India and is called the Indian Silicon Valley.<sup>20</sup>

### **Haldia (West Bengal)**

*Jan 2008:* MWC was shortlisted for a water project in Haldia, West Bengal; in April 2008, the company announced that its bid 'had not been competitive enough'. The project involves the construction of a 113.5-MLD capacity water treatment plant and a 10-year O&M contract of the existing water supply scheme, including issuance of bills, revenue collection, and customer service, for Haldia Development Authority. Veolia, Salcon and Ranhill also prequalified. MWC tapped Indian group Jindal Water Infrastructure Ltd. (JWIL) as partner; JWIL is part of \$6B conglomerate (Jindal Group) whose diverse businesses include water systems, mining, steel products and power generation.<sup>21</sup>

## **C. VIETNAM**

### **Ho Chi Minh**

*July 2008:* MWC bagged a \$15M, five-year contract for Performance-based Leakage Reduction and Management Service in Ho Chi Minh, the largest city in Vietnam (population: 6 million). The project is funded by a \$44M World Bank loan to Saigon Water Corp (SAWACO) which manages the city's water service. This is MWC's first project in Vietnam and marks its entry into the fast-growing Vietnamese market for water and wastewater infrastructure services. MWC teamed up with Vietnam-based Construction Technology Development JS Co. MWC won over international joint ventures of Singapore's Public Utilities Board (PUB), Salcon and Biwater, among others.<sup>22</sup>

## **D. HONGKONG**

### **Lamma Island**

*May 2007:* MWC was pre-qualified to bid for a design, build and operate project for sewerage treatment works on Lamma Island. Two wastewater (sewage) treatment plants will be built, with a total capacity of 4 MLD. The contract is for 10 years, extendible for five years, with Hongkong Drainage Services Department. MWC teamed up with Jardine Engineering Corp (Singapore), Fujita Corp (Japan) and Sun Fook Kong Group (Hong Kong) for the project.<sup>23</sup>

## **E. CHINA**

*April 2008:* MWC announced preliminary talks with one project in China to assess the best 'entry position' for MWC - whether through an O&M contract or through equity infusion in existing water companies.<sup>24</sup>

## **F. THAILAND**

*Dec 2004:* MWC identified an initial project in Thailand for its expansion projects overseas; in September 2005, Manila Water announced it was in exploratory discussions for a wastewater opportunity in the country. Not much is known about the project.<sup>25</sup>

## MWC Expansion Projects in Philippines (outside MWSS east zone concession) and in Asia

(Note: Projects won by MWC are in red ink; failed bids in blue.)

Project	Cost	Status	Partners	Description / Remarks
<b>PHILIPPINES</b>				
<b>Bulacan</b>	\$265 M (P11 B)	Contract awarded in Dec 2007	-	190-MLD, 10-year bulk water supply project; MWSS extends its service to adjacent Bulacan province. As MWSS' agent, MWC implements project; existing local water districts retain distribution function, with loan assistance to ensure readiness of their networks.
<b>Boracay</b>	\$7 M (P300 M)	Contract awarded in May 2008	-	O&M contract with Philippine Tourism Authority to operate existing water supply & sewerage system; MWC will also finance additional capacity. Boracay is one of country's top tourist destinations.
<b>Cebu (Carmen)</b>	\$35 M (P2 B)	No contract awarded on July 2007 deadline	Ayala-led consortium	Unsolicited 25-year bulk water BOT proposal to Metro Cebu Water District (MCWD) in 2004; 50-MLD 'take-or-pay' project is MWC's first venture outside its east zone Manila concession. MWCD will build P700M 30-km transmission pipeline. IFC is MCWD consultant and at same time 8% equity shareholder in MWC. Strong opposition from union and city officials over P120M 'development cost' refund, IFC's role, take-or-pay, etc.
<b>Cebu (Toledo)</b>	\$70 M (P3.4 B)	Exploratory talks in March 2007	Atlas Consolidated Mining & Devt Corp	Atlas is undertaking a 25-year water and reservoir project to deliver up to 100 MLD of potable water to Cebu City and Toledo City
<b>Maynilad</b>	\$399 M	MWC bid lost in Dec 2006	Mitsubishi Corp; BPI Capital Corp; WZ Co Inc	Sale of 84% of government equity in Maynilad, MWSS' west-zone concession. Winning consortium (\$447M bid) is DMCI Holdings, Inc. and Metro Pacific Investment Corp. Minimum bid was set at \$57M.
<b>La Union</b>	\$3 M (P150 M)	Initial talks in Dec 2005	-	Possible bulk water supply contracts with water districts; World Bank to be tapped to finance project.
<b>Metro Iloilo</b>	-	-	-	In Feb 2008, Metro Iloilo Water District (MIWD) sought World Bank assistance on viability of a private-public partnership and look at models in Cagayan de Oro City and Manila. In July 2008, MWC dispatched its mobile water treatment plant to typhoon-ravaged Iloilo.

<b>INDIA</b>				
<b>Tirupur</b>	\$200 M	Contract won in May 2005	United Utilities Plc; Mahindra Group	Management contract with Mahindra Water Utilities Limited to operate 185-MLD water supply and sewerage system in Tamil Nadu
<b>Delhi</b>	\$60 M	MWC prequalified in July 2005; Bidding stopped by Indian NGOs	Mahindra Group; Larsen and Toubro Ltd	6-year management contract with Delhi Jal Board for operation and management (O&M) of water & sewerage systems for approx. 1.4 million people. Project is part of \$100M loan extended by World Bank to India. Veolia Water, Suez and Saur also prequalified.
<b>Bangalore</b>	\$100 M	Initial stages in Oct 2006	United Utilities; Mahindra Group	Water supply and sewerage contract in Karnataka
<b>Haldia</b>	-	MWC shortlisted in Jan 2008, but bid not 'competitive enough'	Jindal Water Infrastructure Ltd.	Construction of 113-MLD water treatment plant & 10-year O&M contract of existing water supply scheme in West Bengal. Veolia, Salcon and Ranhill also prequalified.
<b>VIETNAM Ho Chi Minh</b>	\$15 M	Contract won in July 2008	Construction Technology Development JS Co	5-year contract for Performance-based Leakage Reduction and Management Service under a \$44M World Bank loan to Saigon Water Corp (SAWACO); MWC's entry into fast-growing Vietnamese market for water & wastewater infrastructure services. MWC bested Singapore's PUB, Biwater, Salcon.
<b>HONGKONG Lamma Island</b>	-	MWC prequalified in May 2007	Jardine Engineering Corp (Singapore); Fujita Corp (Japan); Sun Fook Kong Group (HK)	Design, build and operate project for two sewerage treatment plants, with total 4 MLD-capacity; contract is for 10 years, extendible for five years, with Hongkong Drainage Services Department.
<b>CHINA</b>	-	Initial stages in one project in April 2008	-	Discussions ongoing to assess best entry position for MWC – through an O&M contract or equity infusion in existing companies
<b>THAILAND</b>	-	Initial discussions in Sep 2005	-	Wastewater opportunity in Thailand



## NOTES:

<sup>1</sup> As of May 2008, Manila Water's shareholders are: Ayala Group (32.3%), United Utilities (11.7%), Mitsubishi Corp (7.2%), IFC (6.9%), Public (41.9%). IN: *MWC Investors Presentation* (updated May 2008) [http://www.manilawater.com/file\\_download/137](http://www.manilawater.com/file_download/137)

<sup>2</sup> *MWC Investors Presentation* [http://www.manilawater.com/file\\_download/137](http://www.manilawater.com/file_download/137); *MWC Investor Guide* <http://www.manilawater.com/investor-relations/investor-guide>; *Chairman's Speech*, 2008 Annual Stockholders' Meeting [http://www.manilawater.com/file\\_download/125](http://www.manilawater.com/file_download/125)

<sup>3</sup> *MWC to explore opportunities outside distribution business*, Leilani M. Gallardo, *BusinessWorld*, July 2, 2004; *MWC CONSIDERING BULK WATER SUPPLY VENTURES*, Jennee Grace U. Rubrico, *BusinessWorld*, October 7, 2004; *MWC to handle P2-B Cebu project*, Business and Industry Water & Waste Water International, December 2004

<sup>4</sup> *MWC EYES THAILAND, INDIA PROJECTS*, Jenniffer B. Austria, *Manila Standard*, December 14, 2004; *MANILA WATER TO INVEST IN ASIA*, Euan Paulo C. Añonuevo, *Manila Times*, June 8, 2007

<sup>5</sup> At the same time. Ayala Corp and its listed real estate arm Ayala Land, Inc. planned to invest up to \$75M in a private equity fund that will leverage their combined strengths and competencies as the fund ventures to overseas property markets. IN: *MWC looks to fuel growth with Asia expansion*, ROEL LANDINGIN, *Financial Times* (London, England), August 1, 2006; *MWC sets sights on expanding in SE Asia*, Iris Cecilia C. Gonzales, *BusinessWorld* August 1, 2006; *Ayala Corp. eyes India's real estate, water and sewage projects*, Kristine L. Alave, *BusinessWorld*, October 10, 2006

<sup>6</sup> MWC will incorporate two subsidiaries to handle its domestic and foreign expansion outside of its eastern MWSS concession and allow fund-raising activities independent of its parent. This would also allow investors to clearly see where the disposable retained earnings of the parent would go. IN: *Manila Water Bares Aggressive Expansion Plans*, April 1, 2008 <http://www.manilawater.com/news/manila-water-bares-aggressive-expansion-plans>; *President's Speech*, 2008 Annual Stockholders' Meeting [http://www.manilawater.com/file\\_download/127](http://www.manilawater.com/file_download/127); *MWC to incorporate new subsidiaries*, Likha Cuevas-Miel, *Manila Times*, April 1, 2008

<sup>7</sup> From: *MWC Investors Presentation* (May 2008) [http://www.manilawater.com/file\\_download/137](http://www.manilawater.com/file_download/137) ; <http://www.manilawater.com/investor-relations/investor-guide>

<sup>8</sup> Just try looking for updated information at the Regulatory Office's website (<http://www.mwssro.org.ph/>), not even the result of its major rate rebasing exercise in 1997 had been published.

<sup>9</sup> In July 2004, the MWSS Board Resolution passed a resolution saying that concessionaires MWC and Maynilad are mere agents and contractors of MWSS, thus exempting them from allowable legal limits on rate of return or profit levels. Citizens groups challenged this resolution all the way to the Supreme Court in June 2006.

<sup>10</sup> Phase 1 (2008-2010) will build 190-MLD capacity aqueduct and treatment plants at an estimated cost of P5.5B; it will cover 10 towns of Bulacan (Malolos, Meycauayan, Marilao, Sta. Maria, Obando, Baliuag, Bulacan, Pandi, Guiguinto and Bocaue). Phase 2 covers another five towns and will be finished in 2012; Phase 3 will cover the remaining towns, for completion in 2017. Bulacan is also entitled to an annual fee for MWSS water rights for 15 years, subject to extension. In June 2008, the Court of Appeals ordered MWSS to remit to Bulacan its share from the utilization of the water in Angat Dam from 1992 up to the present. The original project had been delayed for 10 years after its main proponent withdrew. IN: *Bulacan governor authorized to sign MoA on water project*, Freddie C. Velez, *Manila Bulletin*, December 1, 2007; *MANILA WATER EXTENDS PIPES TO BULACAN*, Jennifer B. Austria, *Manila Standard*, December 13, 2007; *Manila Water bags P11-B water supply deal*, Maria Kristina C. Conti, *BusinessWorld*, December 13, 2007; *Bulacan bulk Water project underway?*, Philippines News Agency, February 21, 2008; *Bulacan SP grants Gov. Mendoza to enter deal with MWSS*, Philippines News Agency,



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November 30, 2007; *MWSS ordered to remit to Bulacan*, Manila Standard, 7 June 2008; *Bulacan wins water war vs. MWSS*, Marie Espie Vidal, Manila Times, June 8, 2008; *MANILA WATER WANTS TO BUY P1.5B BULACAN WATER PROJECT*, Elaine Ruzul S. Ramos, Manila Standard, July 30, 2005; *AYALA WATER UTILITY READY TO BID FOR BULACAN BULK WATER PROGRAM*, Global News Bites Manila Times, August 1, 2005; *MWC eyes 2 bulk water supply contracts*, Jennee Grace U. Rubrico, BusinessWorld, December 8, 2005

<sup>11</sup> *MWC GETS BORACAY*, Jenniffer B. Austria, Manila Standard, May 30, 2008; *MWC to manage Boracay water system*, Ava Kashima K. Austria, BusinessWorld, May 30, 2008; *DURANO REVEALS PLAN TO DECONGEST BORACAY*, Roderick T. dela Cruz Manila Standard June 2, 2008; *MWC opens tap on outside projects*, TOSHIHIRO TONISHI, The Nikkei Weekly (Japan)

<sup>12</sup> MCWD contracted the services of IFC as its consultant to the Carmen project; while IFC was advising the water district, it also held an 8% equity stake in the proponent MWC. For more on the issues raised, see <http://vpcorral.blogspot.com/2008/06/water-forum-carmen-bulk-water-supply.html>.

<sup>13</sup> *Ayala Corp. bids for PhP1.9-B water supply project in Cebu*, Marites S. Villamor and Jun P. Tagalog, BusinessWorld, March 26, 2004; *MCWD, Ayala ink MOA on Carmen Water project*, The Freeman 05/18/2006; *Government turns down Ayala-led multibillion-peso project in Cebu*, May 2007, [http://www.asiawateronline.com/news\\_show.php?language=english&n\\_id=1786](http://www.asiawateronline.com/news_show.php?language=english&n_id=1786); *Gov't asked to reconsider rejection of P2-B bulk water project in Cebu*, June 2007, [http://www.asiawateronline.com/news\\_show.php?language=english&n\\_id=1811](http://www.asiawateronline.com/news_show.php?language=english&n_id=1811); *JAPAN BACKS AYALA WATER SUPPLY PROJECT IN CEBU*, Elaine Ruzul S. Ramos, Manila Standard, June 5, 2007; *MCWD bulk water deal hits a snag*, Wilfredo Rodolfo III, Cebu Daily News, July 19, 2007 14:41:00; *Water board to resolve deadlock between MCWD and consortium*, Wilfredo Rodolfo III, Cebu Daily News, July 30, 2007; *MWC to incorporate new subsidiaries*, Likha Cuevas-Miel, Manila Times, April 1, 2008; *LGU stalls Manila Water's project in Carmen, Cebu*, Euan Paulo C. Añonuevo, Manila Times, April 4, 2008

<sup>14</sup> A UK company has expressed interest in helping Aquatlas fund its capital requirements for the water project. The project entails the construction of about 12.7 kilometers of tunnels and a water treatment plant. Aquatlas expects to generate P600 million in revenues from the project annually. It hopes to recover its investment in six years. According to Aquatlas, project financing is well advanced pending the issue of the feasibility study and final offtake agreements with Metro Cebu. Aside from the Toledo-Cebu water project, Aquatlas has two other bulk water supply projects which will help the company achieve its goal to become a leading player in the Philippine water industry. Aquatlas believes that water resources will be strong growth sector in the country for at least the next 50 years. *IN: Atlas Consolidated, Manila Water in talks to supply water needs of Cebu*, March 2007, ABS CBN News, [http://www.asiawateronline.com/news\\_show.php?language=english&n\\_id=1666](http://www.asiawateronline.com/news_show.php?language=english&n_id=1666); [http://www.manilawater.com/file\\_download/56](http://www.manilawater.com/file_download/56)

<sup>15</sup> In 2005, government bailed out debt-ridden Maynilad and assumed 84% equity in the bankrupt company. In December 2006, it re-privatized the west zone concession; MWC was allowed to participate even as a private monopoly would ensue if MWC wins the bid. *IN: MWC-ING consortium announces takeover bid for Maynilad Water*, AFX – Asia April 28, 2005; *MWC forms consortium with Mitsubishi Corp, BPI Capital on Maynilad bid*, AFX – Asia July 21, 2006; *MWC to bid for Maynilad Water*, AFX – Asia July 11, 2006; *MWC EYES EQUITY IN MAYNILAD*, Cheryl M. Arcibal, Manila Times July 12, 2006

<sup>16</sup> *MWC eyes 2 bulk water supply contracts*, Jennee Grace U. Rubrico, BusinessWorld, December 8, 2005; *Analysts' Briefing on 2005 3rd Quarter Financial Results* [http://www.manilawater.com/file\\_download/24](http://www.manilawater.com/file_download/24)

<sup>17</sup> MIWD supplies water to Iloilo City and several neighboring municipalities. MWC's PTWP is stationed at the MIWD compound, processing water from the Iloilo River. *IN: Manila Water deploys portable water treatment plant to Iloilo* July 2, 2008 <http://www.manilawater.com/news/manila-water->

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[deploys-portable-water-treatment-plant-to-iloilo](#); *LIBACAO RIVER COULD SOLVE WATER SHORTAGE*, Manila Times, June 14, 2007; *MIWD seeks RDC endorsement to study private-public partnership to improve water situation*, Philippines News Agency (PNA), February 7, 2008; *Iloilo City prioritizes drinking water distribution*, Philippines News Agency, July 4, 2008; *MWC acquires P11.5-M treatment plant*, Ira May Joyce P. Pedrasa, BusinessWorld, January 27, 2006

<sup>18</sup> UU PLC is UK's first multi-utility operator engaged in water and wastewater services, electricity distribution, telecommunications, and contract asset management; as of May 2008, United Utilities has 11.7% shareholdings in Manila Water. Tirupur is Mahindra's first project; according to company officials, it is "working well". Based on the public-private partnership (PPP) model, this project is run by a newly-floated company called New Tirupur Area Development Corporation in which the Mahindra Group has a 10% stake; others involved are Tamil Nadu Government, IL & FS and Tirupur Exporters Association who will run the project for 30-years. The Mahindra group company (Mahindra Gesco) plans a strong thrust in the solid waste management and water treatment businesses and is presently in talks with a few municipalities. IN: *MWCI SIGNS SERVICE DEAL WITH INDIA FIRM*. Christine A. Gaylican, Philippine Daily Inquirer 18 May 2005; *MWC eyes India for services thrust*, Ruby Anne M. Rubio, BusinessWorld, May 13, 2005; <http://www.manilawater.com/about-us/partners>; [http://www.manilawater.com/file\\_download/137](http://www.manilawater.com/file_download/137); <http://www.manilawater.com/news/indian-water-company-benchmarks-manila-water>; The Press Trust of India September 9, 2007; <http://www.water-technology.net/projects/tirupur/>

<sup>19</sup> The Delhi Jal Board would bid out two six-year management contracts, one for each of its operational zone, with a combined population of approximately 1.4 million. The management contract includes meter reading, billing, collection and consumer relations; reducing wastage; and implementing major investment programs. Three international firms -- Veolia Water, Suez and Saur – also pre-qualified. IN: *MWC pre-qualifies for 60 mln usd Indian water project*, July 12, 2005, MANILA (AFX); *MWCI vying for \$60-M water management deal in India*, MANILA (Dow Jones), July 2005; *MWCI VYING FOR \$ 60-M WATER MANAGEMENT DEAL IN INDIA*, Christine A. Gaylican Philippine Daily Inquirer, July 13, 2005; *MWC PREQUALIFIED FOR INDIA BIDDING*, Manila Standard, July 13, 2005; *AYALA UNIT'S WATER BID IN INDIA GETS APPROVAL*, Cai U. Ordinario, Global News Bites Manila Times, July 13, 2005; *MWC BIDDING FOR \$ 60-M INDIA PROJECT*, Ira May Joyce P. Pedrasa, BusinessWorld (Philippines) July 13, 2005; *MWC PREQUALIFIES FOR \$US60MLN INDIA PROJECT*, Asia Pulse, July 14, 2005; *MWC'S FORAY INTO FOREIGN MARKETS HITS SNAG*, Cheryl M. Arcibal, Manila Times, April 4, 2006; *MWC STILL KEEN ON INDIA PROJECT*, Cheryl M. Arcibal, Manila Times, September 28, 2006; *MWC to pursue \$60-M India project*, Ruby Anne M. Rubio, BusinessWorld, September 28, 2006

<sup>20</sup> *Ayala Corp. eyes India's real estate, water and sewage projects*, Kristine L. Alave, BusinessWorld, October 10, 2006

<sup>21</sup> [http://www.manilawater.com/file\\_download/108](http://www.manilawater.com/file_download/108) ; *BusinessWorld Research's Stock Picks for the Week: MWC Co.*, Ma. Suzette R. Daquiz, BusinessWorld, January 14, 2008; *MWC to incorporate new subsidiaries*, Likha Cuevas-Miel, Manila Times, April 1, 2008

<sup>22</sup> The project aims to reduce water losses by 10 % (or 125 MLD). MWC will deploy a team of non-revenue water experts to Vietnam to share its expertise in the field of leakage reduction. The contract amount was approved by the HCMC Peoples Committee through SAWACO; it covers the establishment of 100 district monitoring areas to manage leakage and system expansion works. MWC prequalified for the contract in April 2007; out of 10 bidders, five joint venture companies pre-qualified. MWC bested international group Biwater Man Lee Ltd. (Hong Kong); Eastern Water-Universal Utilities and Water & Environment (Thailand-Vietnam); Salcon Engineering Berhad-Wide Bay Water (Malaysia-Australia), and a and joint venture of Singapore PUB, Singapore-Vietnam consortium composed of Singapore Utilities International Ley Choon Construction and Engineering, Pan Asia Water Solution and Viwaseen. IN: *MWC Investors Presentation (3<sup>rd</sup> Qtr 2007)* [http://www.manilawater.com/file\\_download/95](http://www.manilawater.com/file_download/95); [http://www.manilawater.com/file\\_download/52](http://www.manilawater.com/file_download/52); *Manila Water wins \$15-million contract in Vietnam*, Thomson Financial, 07/03/2008

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<http://business.inquirer.net/money/topstories/view/20080703-146256/Manila-Water-wins-15-million-contract-in-Vietnam> ; *Manila Water bags Vietnam project*, July 4, 2008  
<http://www.manilawater.com/news/manila-water-bags-vietnam-project> ;  
[http://www.manilawater.com/file\\_download/139](http://www.manilawater.com/file_download/139); *MWC prequalified to bid for mgt contract in Vietnam*, Erik de la Cruz, Xinhua Financial News Service, April 11, 2007; *MWC vying with 4 big groups for Vietnam project*, Elizabeth Sanchez-Lacson, Inquirer, April 12, 2007; *MWC CLINCHES \$15-M LEAK REDUCTION CONTRACT IN VIETNAM*, Jenniffer B. Austria, Manila Standard, July 4, 2008; *MWC bags \$15-M Viet project*, BusinessWorld, July 4, 2008; *MWC BAGS \$15-M VIET CONTRACT*, Amy R. Remo, Philippine Daily Inquirer, July 5, 2008; *MWC opens tap on outside projects*, TOSHIHIRO TONISHI, The Nikkei Weekly (Japan), 07/07/2008

<sup>23</sup> *MWC Investors Presentation (3<sup>rd</sup> Qtr 2007)* [http://www.manilawater.com/file\\_download/95](http://www.manilawater.com/file_download/95) ;  
[http://www.manilawater.com/file\\_download/64](http://www.manilawater.com/file_download/64); *MWC prequalified to bid for Hong Kong project*, Erik de la Cruz, XFN-Asia, May 30, 2007

<sup>24</sup> *MWC to incorporate new subsidiaries*, Likha Cuevas-Miel, Manila Times, April 1, 2008

<sup>25</sup> *Ayala-led MWC looks at opportunities in China, Thailand*, Ruby Anne M. Rubio BusinessWorld September 19, 2005