

CONSOLIDATED WATER CO LTD  
Form 10-Q  
May 10, 2013

**UNITED STATES SECURITIES AND EXCHANGE COMMISSION**

**Washington, DC 20549**

**FORM 10-Q**

**(Mark One)**

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE  
ACT OF 1934**

**For the quarterly period ended March 31, 2013**

**OR**

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT  
OF 1934**

**For the transition period from \_\_\_\_\_ to \_\_\_\_\_**

**Commission File Number: 0-25248**

**CONSOLIDATED WATER CO. LTD.**

(Exact name of Registrant as specified in its charter)

**CAYMAN ISLANDS**  
(State or other jurisdiction of  
incorporation or organization)

**98-0619652**  
(I.R.S. Employer Identification No.)

**Regatta Office Park**  
**Windward Three, 4th Floor, West Bay Road**  
**P.O. Box 1114**  
**Grand Cayman KY1-1102**

**Cayman Islands** **N/A**  
(Address of principal executive offices) (Zip Code)

**(345) 945-4277**

(Registrant's telephone number, including area code)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes  No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files).

Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act. (Check one):

Large accelerated filer  Accelerated filer  Non-accelerated filer  Smaller reporting company   
(Do not check if a smaller reporting company)

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

As of May 3, 2013, 14,633,602 shares of the registrant's common stock, with US\$0.60 par value, were outstanding.



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**NOTE REGARDING CURRENCY AND EXCHANGE RATES**

Unless otherwise indicated, all references to “\$” or “US\$” are to United States dollars.

The exchange rate for conversion of Cayman Island dollars (CI\$) into US\$, as determined by the Cayman Islands Monetary Authority, has been fixed since April 1974 at US\$1.20 per CI\$1.00.

The exchange rate for conversion of Belize dollars (BZE\$) into US\$, as determined by the Central Bank of Belize, has been fixed since 1976 at US \$0.50 per BZE\$1.00.

The exchange rate for conversion of Bahamas dollars (B\$) into US\$, as determined by the Central Bank of The Bahamas, has been fixed since 1973 at US\$1.00 per B\$1.00.

The official currency of the British Virgin Islands is the United States dollar.

The exchange rate for conversion of Bermuda dollars (BMD\$) into US\$ as determined by the Bermuda Monetary Authority, has been fixed since 1970 at US\$1.00 per BMD\$1.00.

Our Netherlands subsidiary conducts business in US\$ and euros, our Indonesian subsidiary conducts business in US\$ dollars and Indonesian rupiahs, and our Mexico affiliate conducts business in US\$ and Mexican pesos. The exchange rates for conversion of euros, rupiahs and pesos into US\$ vary based upon market conditions.

**PART I — FINANCIAL INFORMATION****ITEM 1. FINANCIAL STATEMENTS****CONSOLIDATED WATER CO. LTD.****CONDENSED CONSOLIDATED BALANCE SHEETS**

|  | March 31,<br>2013<br>(Unaudited) | December 31,<br>2012 |
|--|----------------------------------|----------------------|
| <b>ASSETS</b>                                    |                                  |                      |
| Current assets                                   |                                  |                      |
| Cash and cash equivalents                        | \$35,861,899                     | \$33,892,655         |
| Marketable securities                            | 8,572,723                        | 8,570,338            |
| Accounts receivable, net                         | 14,257,040                       | 12,516,466           |
| Inventory  | 1,655,739                        | 1,757,601            |
| Prepaid expenses and other current assets        | 1,923,150                        | 2,709,185            |
| Current portion of loans receivable              | 1,828,225                        | 1,812,532            |
| Total current assets                             | 64,098,776                       | 61,258,777           |
| Property, plant and equipment, net               | 58,429,492                       | 58,993,406           |
| Construction in progress                         | 3,199,525                        | 2,612,800            |
| Inventory, non-current                           | 3,956,007                        | 3,970,241            |
| Loans receivable                                 | 8,560,464                        | 9,028,279            |
| Investment in OC-BVI                             | 7,243,166                        | 6,925,346            |
| Intangible assets, net                           | 1,365,286                        | 1,455,015            |
| Goodwill   | 3,499,037                        | 3,499,037            |
| Other assets                                     | 2,799,240                        | 2,706,185            |
| Total assets                                     | \$153,150,993                    | \$150,449,086        |
| <b>LIABILITIES AND EQUITY</b>                    |                                  |                      |
| Current liabilities                              |                                  |                      |
| Accounts payable and other current liabilities   | \$5,852,174                      | \$5,867,456          |
| Dividends payable                                | 1,162,094                        | 1,158,967            |
| Current portion of long term debt                | 1,677,938                        | 1,647,493            |
| Total current liabilities                        | 8,692,206                        | 8,673,916            |
| Long term debt                                   | 4,774,092                        | 5,205,167            |
| Other liabilities                                | 381,130                          | 435,413              |
| Total liabilities                                | 13,847,428                       | 14,314,496           |
| Equity   |                                  |                      |
| Consolidated Water Co. Ltd. stockholders' equity |                                  |                      |

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|   |                |                |
|---|----------------|----------------|
| Redeemable preferred stock, \$0.60 par value. Authorized 200,000 shares; issued and outstanding 29,761 and 30,265 shares, respectively      | 17,857         | 18,159         |
| Class A common stock, \$0.60 par value. Authorized 24,655,000 shares; issued and outstanding 14,633,602 and 14,593,011 shares, respectively | 8,780,161      | 8,755,807      |
| Class B common stock, \$0.60 par value. Authorized 145,000 shares; none issued or outstanding   | -              | -              |
| Additional paid-in capital  | 82,847,809     | 82,467,421     |
| Retained earnings   | 45,608,030     | 42,965,179     |
| Total Consolidated Water Co. Ltd. stockholders' equity  | 137,253,857    | 134,206,566    |
| Non-controlling interests   | 2,049,708      | 1,928,024      |
| Total equity  | 139,303,565    | 136,134,590    |
| Total liabilities and equity  | \$ 153,150,993 | \$ 150,449,086 |

The accompanying notes are an integral part of these condensed consolidated financial statements.

**CONSOLIDATED WATER CO. LTD.****CONDENSED CONSOLIDATED STATEMENTS OF INCOME****(UNAUDITED)**

|   | Three Months Ended March 31, |              |
|---|------------------------------|--------------|
|   | 2013                         | 2012         |
| Retail water revenues   | \$ 6,395,012                 | \$ 6,566,129 |
| Bulk water revenues   | 9,856,690                    | 10,069,217   |
| Services revenues   | 303,495                      | 93,381       |
| Total revenues  | 16,555,197                   | 16,728,727   |
| Cost of retail revenues   | 2,834,752                    | 3,042,747    |
| Cost of bulk revenues   | 7,187,413                    | 7,655,453    |
| Cost of services revenues   | 312,525                      | 82,678       |
| Total cost of revenues  | 10,334,690                   | 10,780,878   |
| Gross profit  | 6,220,507                    | 5,947,849    |
| General and administrative expenses   | 3,568,936                    | 3,514,685    |
| Income from operations  | 2,651,571                    | 2,433,164    |
| Other income (expense):   |                              |              |
| Interest income   | 180,088                      | 215,430      |
| Interest expense  | (132,425)                    | (383,635)    |
| Profit sharing income from OC-BVI   | 287,459                      | -            |
| Equity in earnings of OC-BVI  | 787,861                      | 56,938       |
| Other income  | 89,133                       | 111,135      |
| Other income (expense), net   | 1,212,116                    | (132)        |
| Net income  | 3,863,687                    | 2,433,032    |
| Income attributable to non-controlling interests  | 121,684                      | 90,366       |
| Net income attributable to Consolidated Water Co. Ltd. stockholders                               | \$ 3,742,003                 | \$ 2,342,666 |
| Basic earnings per common share attributable to Consolidated Water Co. Ltd. common stockholders   | \$ 0.26                      | \$ 0.16      |
| Diluted earnings per common share attributable to Consolidated Water Co. Ltd. common stockholders | \$ 0.26                      | \$ 0.16      |
| Dividends declared per common share   | \$ 0.075                     | \$ 0.075     |
| Weighted average number of common shares used in the determination of:                            |                              |              |
| Basic earnings per share  | 14,598,096                   | 14,569,883   |
| Diluted earnings per share  | 14,635,334                   | 14,596,480   |

The accompanying notes are an integral part of these condensed consolidated financial statements.



**CONSOLIDATED WATER CO. LTD.****CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS****(UNAUDITED)**

|   | Three Months Ended March 31, |                 |
|---|------------------------------|-----------------|
|   | 2013                         | 2012            |
| Net cash provided by (used in) operating activities                                       | \$ 3,177,771                 | \$ (2,063,882 ) |
| Cash flows from investing activities  |                              |                 |
| Additions to property, plant and equipment and construction in progress                   | (1,129,191 )                 | (963,784 )      |
| Distributions from OC-BVI   | 757,500                      | 242,400         |
| Collections of loans receivable   | 452,122                      | 450,341         |
| Payment for NSC option agreement  | -                            | (300,000 )      |
| Net cash provided by (used in) investing activities                                       | 80,431                       | (571,043 )      |
| Cash flows from financing activities  |                              |                 |
| Dividends paid  | (1,096,025 )                 | (1,093,734 )    |
| Issuance (repurchase) of redeemable preferred stock, net                                  | (4,159 )                     | (2,705 )        |
| Proceeds received from exercise of stock options  | 232,734                      | -               |
| Principal repayments of long term debt  | (421,508 )                   | (8,897,334 )    |
| Net cash provided by (used in) financing activities                                       | (1,288,958 )                 | (9,993,773 )    |
| Net increase (decrease) in cash and cash equivalents                                      | 1,969,244                    | (12,628,698 )   |
| Cash and cash equivalents at beginning of period  | 33,892,655                   | 37,624,179      |
| Cash and cash equivalents at end of period  | \$ 35,861,899                | \$ 24,995,481   |
| Interest paid in cash   | \$ 104,503                   | \$ 286,922      |
| Non-cash investing and financing activities   |                              |                 |
| Issuance of 11,131 and 10,800, respectively, shares of common stock for services rendered | \$ 82,369                    | \$ 92,664       |
| Dividends declared but not paid   | \$ 1,099,752                 | \$ 1,095,119    |
| Transfers from inventory to property, plant and equipment                                 | \$ 181,875                   | \$ 139,507      |

The accompanying notes are an integral part of these condensed consolidated financial statements.

**CONSOLIDATED WATER CO. LTD.**

**NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS**

**(UNAUDITED)**

**1. Principal activity**

Consolidated Water Co. Ltd., and its subsidiaries (collectively, the “Company”) use reverse osmosis technology to produce fresh water from seawater. The Company processes and supplies water to its customers in the Cayman Islands, Belize and the Bahamas. The Company sells water to a variety of customers, including public utilities, commercial and tourist properties, residential properties and government facilities. The base price of water supplied by the Company, and adjustments thereto, are determined by the terms of a license and supply contracts, which provide for adjustments based upon the movement in the government price indices specified in the licenses and contracts, as well as monthly adjustments for changes in the cost of energy. The Company also provides engineering and design services for water plant construction, and manages and operates water plants owned by others.

**2. Basis of presentation**

The accompanying condensed consolidated financial statements include the accounts of the Company’s (i) wholly-owned subsidiaries, Aquilex, Inc., Cayman Water Company Limited (“Cayman Water”), Consolidated Water (Asia) Pte Ltd. (“CW-Asia”), Consolidated Water (Belize) Limited (“CW-Belize”), Ocean Conversion (Cayman) Limited (“OC-Cayman”), DesalCo Limited (“DesalCo”), Consolidated Water Cooperatief, U.A. (“CW-Coop”); (ii) majority-owned subsidiaries Consolidated Water (Bahamas) Ltd. (“CW-Bahamas”) and PT Consolidated Water Bali (“CW-Bali”); and (iii) affiliates Consolidated Water (Bermuda) Limited (“CW-Bermuda”) and N.S.C. Agua, S.A. de C.V. (“NSC”), which are consolidated for financial reporting purposes because the Company has a controlling financial interest in these companies. The Company’s investment in its other affiliate, Ocean Conversion (BVI) Ltd. (“OC-BVI”), is accounted for using the equity method of accounting. All significant intercompany balances and transactions have been eliminated in consolidation.

The accompanying interim condensed consolidated financial statements are unaudited. These condensed consolidated financial statements reflect all adjustments (which are of a normal recurring nature) that, in the opinion of management, are necessary to fairly present the Company’s financial position, results of operations and cash flows as of and for the periods presented. The results of operations for these interim periods are not necessarily indicative of the operating results for future periods, including the fiscal year ending December 31, 2013.

These condensed consolidated financial statements and notes are presented in accordance with the rules and regulations of the United States Securities and Exchange Commission (“SEC”) relating to interim financial statements and in conformity with accounting principles generally accepted in the United States of America (“US GAAP”). Certain information and note disclosures normally included in annual financial statements prepared in accordance with US GAAP have been condensed or omitted pursuant to SEC rules and regulations, although the Company believes that the disclosures made are adequate to make the information not misleading. These condensed consolidated financial statements should be read in conjunction with the consolidated financial statements and notes thereto included in the Company’s Annual Report on Form 10-K for the year ended December 31, 2012.

Certain amounts reported in the financial statements issued for prior periods have been reclassified herein to conform to the current period’s presentation. These reclassifications had no effect on consolidated net income.

### **3. Fair value measurements**

As of March 31, 2013 and December 31, 2012, the carrying amounts of cash and cash equivalents, accounts receivable, accounts payable and other liabilities and dividends payable approximate their fair values due to the short term maturities of these instruments. Management considers that the carrying amounts for loans receivable and long term debt as of March 31, 2013 and December 31, 2012 approximate their fair value.

Under US GAAP, fair value is defined as the exit price, or the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants as of the measurement date. The US GAAP guidance for fair value also establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. Observable inputs are inputs market participants would use in valuing the asset or liability and are developed based on market data obtained from sources independent of the Company. Unobservable inputs are inputs that reflect the Company’s assumptions about the factors market participants would use in valuing the asset or liability. The guidance establishes three levels of inputs that may be used to measure fair value:

Level 1 — Quoted prices in active markets for identical assets or liabilities.

Level 2 — Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

Level 3 — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

Assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurements. The Company reviews the fair value hierarchy classification on a quarterly basis. Changes in the observability of valuation inputs may result in a reclassification of levels for certain securities within the fair value hierarchy.

The following table presents the Company's fair value hierarchy for assets and liabilities measured at fair value as of March 31, 2013 and December 31, 2012:

|                         | March 31, 2013 |         |             |             |
|-------------------------|----------------|---------|-------------|-------------|
|                         | Level 1        | Level 2 | Level 3     | Total       |
| Assets:                 |                |         |             |             |
| Recurring               |                |         |             |             |
| Marketable securities   | \$8,572,723    | \$ -    | \$-         | \$8,572,723 |
| Nonrecurring            |                |         |             |             |
| Investment in affiliate | \$-            | \$ -    | \$7,243,166 | \$7,243,166 |

|                         | December 31, 2012 |         |             |             |
|-------------------------|-------------------|---------|-------------|-------------|
|                         | Level 1           | Level 2 | Level 3     | Total       |
| Assets:                 |                   |         |             |             |
| Recurring               |                   |         |             |             |
| Marketable securities   | \$8,570,338       | \$ -    | \$-         | \$8,570,338 |
| Nonrecurring            |                   |         |             |             |
| Investment in affiliate | \$-               | \$ -    | \$6,925,346 | \$6,925,346 |

A reconciliation of the beginning and ending balances for Level 3 investments for the year ended March 31, 2013:

|                                 |             |
|---------------------------------|-------------|
| Balance as of December 31, 2012 | \$6,925,346 |
|---------------------------------|-------------|

|   |             |
|---|-------------|
| Profit sharing and equity from earnings of OC-BVI | 1,075,320   |
| Distributions from OC-BVI                         | (757,500 )  |
| Balance as of March 31, 2013                      | \$7,243,166 |

#### 4. Segment information

The Company has three reportable segments: retail, bulk and services. The retail segment operates the water utility for the Seven Mile Beach and West Bay areas of Grand Cayman Island pursuant to an exclusive license granted by the Cayman Islands government. The bulk segment supplies potable water to government utilities in Grand Cayman, the Bahamas and Belize under long-term contracts. The services segment designs, constructs and sells desalination plants to third parties and provides desalination plant management and operating services to affiliated companies. Consistent with prior periods, we record all non-direct general and administrative expenses in our retail business segment and do not allocate any of these non-direct expenses to our other two business segments.

The Company evaluates each segment's performance based upon its income from operations. All intercompany transactions are eliminated for segment presentation purposes.

The Company's segments are strategic business units that are managed separately because, while all segments derive their revenues from desalination-related activities, each segment sells different products and/or services, serves customers with distinctly different needs and generates different gross profit margins.

|   | Three Months Ended March 31, 2013 |             |           |              |
|---|-----------------------------------|-------------|-----------|--------------|
|   | Retail                            | Bulk        | Services  | Total        |
| Revenues  | \$6,395,012                       | \$9,856,690 | \$303,495 | \$16,555,197 |
| Cost of revenues  | 2,834,752                         | 7,187,413   | 312,525   | 10,334,690   |
| Gross profit  | 3,560,260                         | 2,669,277   | (9,030 )  | 6,220,507    |
| General and administrative expenses                                 | 2,631,510                         | 408,247     | 529,179   | 3,568,936    |
| Income (loss) from operations                                       | 928,750                           | 2,261,030   | (538,209) | 2,651,571    |
| Other income (expense), net   |                                   |             |           | 1,212,116    |
| Consolidated net income   |                                   |             |           | 3,863,687    |
| Income attributable to non-controlling interests                    |                                   |             |           | 121,684      |
| Net income attributable to Consolidated Water Co. Ltd. stockholders |                                   |             |           | \$3,742,003  |

Depreciation and amortization expense for the three months ended March 31, 2013 for the retail, bulk and services segments was \$510,640, \$764,516 and \$73,181, respectively.

|                                   | As of March 31, 2013 |              |           |              |
|-----------------------------------|----------------------|--------------|-----------|--------------|
|                                   | Retail               | Bulk         | Services  | Total        |
| Property plant and equipment, net | \$23,856,857         | \$33,943,497 | \$629,138 | \$58,429,492 |
| Construction in progress          | \$2,953,076          | \$229,575    | \$16,874  | \$3,199,525  |

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|              |              |              |             |               |
|--------------|--------------|--------------|-------------|---------------|
| Goodwill     | \$1,170,511  | \$2,328,526  | \$-         | \$3,499,037   |
| Total assets | \$64,711,831 | \$84,630,158 | \$3,809,004 | \$153,150,993 |

|   | Three Months Ended March 31, 2012 |              |           |              |
|---|-----------------------------------|--------------|-----------|--------------|
|   | Retail                            | Bulk         | Services  | Total        |
| Revenues  | \$6,566,129                       | \$10,069,217 | \$93,381  | \$16,728,727 |
| Cost of revenues  | 3,042,747                         | 7,655,453    | 82,678    | 10,780,878   |
| Gross profit  | 3,523,382                         | 2,413,764    | 10,703    | 5,947,849    |
| General and administrative expenses                                 | 2,796,168                         | 327,400      | 391,117   | 3,514,685    |
| Income (loss) from operations                                       | 727,214                           | 2,086,364    | (380,414) | 2,433,164    |
| Other income (expense), net   |                                   |              |           | (132 )       |
| Consolidated net income   |                                   |              |           | 2,433,032    |
| Income attributable to non-controlling interests                    |                                   |              |           | 90,366       |
| Net income attributable to Consolidated Water Co. Ltd. stockholders |                                   |              |           | \$2,342,666  |

Depreciation and amortization expense for the three months ended March 31, 2012 for the retail, bulk and services segments was \$530,440, \$1,268,925 and \$60,779, respectively.

|                                  | As of December 31, 2012 |              |             |               |
|----------------------------------|-------------------------|--------------|-------------|---------------|
|                                  | Retail                  | Bulk         | Services    | Total         |
| Property plant of equipment, net | \$24,021,301            | \$34,308,805 | \$663,300   | \$58,993,406  |
| Construction in progress         | \$2,342,248             | \$270,552    | \$-         | \$2,612,800   |
| Goodwill                         | \$1,170,511             | \$2,328,526  | \$-         | \$3,499,037   |
| Total assets                     | \$63,649,696            | \$83,177,550 | \$3,621,840 | \$150,449,086 |

## 5. Earnings per share

Earnings per share (“EPS”) are computed on a basic and diluted basis. Basic EPS is computed by dividing net income (less preferred stock dividends) available to common stockholders by the weighted average number of common shares outstanding during the period. The computation of diluted EPS assumes the issuance of common shares for all potential common shares outstanding during the reporting period and, if dilutive, the effect of stock options as computed under the treasury stock method.

The following summarizes information related to the computation of basic and diluted EPS for the three months ended March 31, 2013 and 2012.

|  | Three Months Ended March 31, |              |
|--|------------------------------|--------------|
|  | 2013                         | 2012         |
| Net income attributable to Consolidated Water Co. Ltd. common stockholders   | \$ 3,742,003                 | \$ 2,342,666 |
| Less: preferred stock dividends  | (2,232 )                     | (1,657 )     |
| Net income available to common shares in the determination of basic earnings per common share  | \$ 3,739,771                 | \$ 2,341,009 |
| Weighted average number of common shares in the determination of basic earnings per common share attributable to Consolidated Water Co. Ltd. common stockholders | 14,598,096                   | 14,569,883   |
| Plus:  |                              |              |
| Weighted average number of preferred shares outstanding during the period  | 29,879                       | 22,292       |
| Potential dilutive effect of unexercised options   | 7,359                        | 4,305        |
| Weighted average number of shares used for determining diluted earnings per common share attributable to Consolidated Water Co. Ltd. common stockholders         | 14,635,334                   | 14,596,480   |



## 6. Investment in OC-BVI

The Company owns 50% of the outstanding voting common shares and a 43.5% equity interest in the profits of Ocean Conversion (BVI) Ltd. (“OC-BVI”). The Company also owns certain profit sharing rights in OC-BVI that raise its effective interest in the profits of OC-BVI to approximately 45%. Pursuant to a management services agreement, OC-BVI pays the Company monthly fees for certain engineering and administrative services. OC-BVI’s sole customer is the Ministry of Communications and Works of the Government of the British Virgin Islands (the “Ministry”) to which it sells bulk water.

The Company’s equity investment in OC-BVI amounted to \$7,243,166 and \$6,925,346 as of March 31, 2013 and December 31, 2012, respectively.

Until 2009, substantially all of the water sold by OC-BVI to the Ministry was initially supplied under a Water Supply Agreement dated May 1990 (the “1990 Agreement”) and was produced by one desalination plant with a capacity of 1.7 million gallons per day located at Baughers Bay, Tortola (the “Baughers Bay plant”). As discussed later in this Note (see “*Baughers Bay dispute*”), the BVI government assumed the operating responsibilities for the Baughers Bay plant in March 2010. During 2007, OC-BVI completed, for a total cost of approximately \$8 million, the construction of a desalination plant with a capacity of 720,000 gallons per day located at Bar Bay, Tortola (the “Bar Bay plant”). OC-BVI and the BVI government executed a definitive seven-year contract for the Bar Bay plant (the “Bar Bay Agreement”) on March 4, 2010. Under the terms of the Bar Bay Agreement, OC-BVI delivers up to 600,000 gallons of water per day to the BVI government from the Bar Bay plant. The Bar Bay Agreement includes a seven-year extension option exercisable by the BVI government and required OC-BVI to complete a storage reservoir on the BVI government site by no later than March 4, 2011. OC-BVI has not commenced construction of this storage reservoir due to the BVI government’s failure to pay (i) the invoices for the water provided by the Bar Bay plant on a timely basis; and (ii) the full amount ordered pursuant to a court ruling relating to the Baughers Bay dispute (see discussion that follows).

The Company provided OC-BVI with a \$3 million loan to fund part of the construction costs for the Bar Bay plant. This loan was fully repaid in August 2011.

Summarized financial information of OC-BVI is presented as follows:

|                    | March 31,<br>2013 | December 31,<br>2012 |
|--------------------|-------------------|----------------------|
| Current assets     | \$3,853,018       | \$ 3,033,939         |
| Non-current assets | 6,533,470         | 6,730,121            |
| Total assets       | \$10,386,488      | \$ 9,764,060         |

|                         | March 31,<br>2013 | December 31,<br>2012 |
|-------------------------|-------------------|----------------------|
| Current liabilities     | \$845,415         | \$ 937,965           |
| Non-current liabilities | 1,912,995         | 1,743,077            |
| Total liabilities       | \$2,758,410       | \$ 2,681,042         |

|  | Three Months Ended March 31,<br>2013 | 2012         |
|--|--------------------------------------|--------------|
| Revenues   | \$ 1,230,788                         | \$ 1,034,909 |
| Gross profit                                     | \$ 527,794                           | \$ 283,741   |
| Income from operations                           | \$ 272,605                           | \$ 90,461    |
| Other income (expense), net <sup>(1)</sup>       | \$ 1,547,456                         | \$ 52,173    |
| Net income attributable to controlling interests | \$ 1,809,926                         | \$ 135,523   |

(1) Includes income of \$2,000,000 and \$nil related to the Court award – Baughers Bay dispute, for the three months ended March 31, 2013 and 2012, respectively.

The Company recognized \$787,861 and \$56,938 in earnings from its equity investment in OC-BVI for the three months ended March 31, 2013 and 2012, respectively. The Company recognized \$287,459 in profit sharing income from its profit sharing agreement with OC-BVI for the three months ended March 31, 2013 and no profit sharing income for the three months ended March 31, 2012.

For the three months ended March 31, 2013 and 2012, the Company recognized approximately \$137,350 and \$93,381, respectively, in revenues from its management services agreement with OC-BVI which is included in the services segment revenues. The Company's recorded value of this management services agreement, which is reflected as an intangible asset on the Company's condensed consolidated balance sheet, was approximately \$392,000 and \$428,000

as of March 31, 2013 and December 31, 2012, respectively. For the three months ended March 31, 2013, the Company generated revenues and gross profit of \$120,735 and \$32,475, respectively, from sales of consumables stock to OC-BVI.

*Baughers Bay dispute*

In 2006, the Government of the British Virgin Islands (the “BVI government”) asserted a purported right of ownership of the Baughers Bay plant operated by OC-BVI pursuant to the terms of the 1990 Agreement.

Under the terms of the 1990 Agreement, upon the expiration of the initial seven-year term in May 1999, the agreement would automatically be extended for another seven-year term unless the BVI government provided notice, at least eight months prior to such expiration, of its decision to purchase the plant from OC-BVI for approximately \$1.42 million. In correspondence between the parties from late 1998 through early 2000, the BVI government indicated that it intended to purchase the plant but would be amenable to negotiating a new water supply agreement, and that it considered the 1990 Agreement to be in force on a monthly basis until negotiations between the BVI government and OC-BVI were concluded. Occasional discussions were held between the parties since 2000 without resolution of the matter. OC-BVI continued to supply water from the plant and expended approximately \$4.7 million between 1995 and 2003 to significantly expand the production capacity of the plant beyond that contemplated in the 1990 Agreement.

In 2007, the BVI government ceased honoring the terms of the 1990 Agreement by significantly reducing the amount and frequency of its payments to OC-BVI, and also filed a lawsuit with the Eastern Caribbean Supreme Court (the “Court”) seeking ownership of the Baughers Bay plant. OC-BVI counterclaimed to the Court that it was entitled to continued possession and operation of the Baughers Bay plant until the BVI government paid OC-BVI approximately \$4.7 million, which OC-BVI believed represented the value of the Baughers Bay plant at its expanded production capacity. OC-BVI subsequently filed claims with the Court seeking payment for water sold and delivered to the BVI government through May 31, 2009 at the contract prices in effect before the BVI government asserted its purported right of ownership of the plant.

The Court issued its rulings with respect to this litigation in September 2009. The Court determined that (1) the BVI government was entitled to immediate ownership and possession of the Baughers Bay plant and dismissed OC-BVI’s claim for compensation of approximately \$4.7 million for the expenditures made to expand the production capacity of the plant; (2) OC-BVI was entitled to full payment of water invoices issued up to December 20, 2007, which had been calculated under the terms of the original 1990 Agreement; and (3) OC-BVI was entitled to the amount of \$10.4 million for water produced by OC-BVI from the Baughers Bay plant subsequent to December 20, 2007. The BVI government made a payment of \$2.0 million to OC-BVI under the Court order during the fourth quarter of 2009, a second payment of \$2.0 million under the Court order during 2010 and a third payment under the Court order of \$1.0 million in 2011.

OC-BVI filed an appeal with the Eastern Caribbean Court of Appeals (the “Appellate Court”) in October 2009 asking the Appellate Court to review the Court’s ruling as it related to OC-BVI’s claim for compensation for expenditures made to expand the production capacity of the Baughers Bay plant. In October 2009, the BVI government also filed an appeal with the Appellate Court, requesting the Appellate Court to review the Court’s ruling and reduce the \$10.4 million awarded by the Court for water produced by OC-BVI for the period subsequent to December 20, 2007 to an amount equal to the actual production cost of the water.

In March 2010, OC-BVI vacated the Baughers Bay plant and the BVI government assumed direct responsibility for the plant’s operations.

On June 30, 2012, the Appellate Court issued its final amended and corrected ruling with respect to the Baughers Bay litigation. This ruling dismissed the BVI government’s appeal against the previous judgment of the Court awarding \$10.4 million for the water supplied, and also awarded OC-BVI compensation for improvements made to the plant in the amount equal to the difference between (i) the value of the Baughers Bay plant at the date OC-BVI transferred possession of the plant to the BVI government and (ii) \$1.42 million (the purchase price for the Baughers Bay plant under the 1990 Agreement). OC-BVI was also awarded all of its court costs at the trial level and two-thirds of such costs incurred on appeal. Prior to the final ruling the BVI government had paid only \$5.0 million of the original \$10.4 million, and the remaining \$5.4 million amount due had increased to approximately \$6.7 million by the fourth quarter of 2012 due to the court costs awarded by the Appellate Court and the accrued interest due on the aggregate unpaid balance. The BVI government paid OC-BVI \$4.7 million of this amount during the fourth quarter of 2012 and the remaining \$2.0 million in January 2013. These amounts paid by the BVI government have been recognized in

OC-BVI's earnings in accordance with the cash basis of accounting.

## 7. Other affiliates

### *Mexico Affiliate*

In May 2010, the Company acquired, through its wholly-owned Netherlands subsidiary, Consolidated Water Cooperatief, U.A., a 50% interest in N.S.C. Agua, S.A. de C.V., ("NSC") a Mexican company, and has since acquired the voting rights for, and an option to purchase, an additional 25% interest in this company. NSC has been formed to pursue a project encompassing the construction, operation and minority ownership of a 100 million gallon per day seawater reverse osmosis desalination plant to be located in northern Baja California, Mexico and an accompanying pipeline to deliver water to the Mexican potable water infrastructure and the U.S. border. The Company believes such a project can be successful due to what the Company anticipates will be a growing need for a new potable water supply for the areas of northern Baja California, Mexico and Southern California, United States. To complete this project, the Company has engaged two engineering groups with extensive regional and/or technical experience and has partnered with Doosan Heavy Industries and Construction ("DHIC"), a global leader in the engineering, procurement and construction of large seawater desalination plants. Once completed, a subsidiary of the Company will operate the plant while the Company will retain a minority position in its ownership. NSC is in the development stage, and is presently involved in (i) purchasing additional land on which to build the plant, (ii) seeking contracts for the electric power and feed water sources for the plant's proposed operations, and (iii) conducting (under a Memorandum of Understanding with DHIC) an equipment piloting plant and water quality data collection program at the proposed feed water source. In addition to completing these activities, NSC will be required to complete various other steps before it can commence construction of the plant and pipeline including, but not limited to, obtaining approvals and permits from various governmental agencies in Mexico and the United States, securing contracts with its proposed customers to sell water in sufficient quantities and at prices that make the project financially viable, and obtaining equity and debt financing for the project. NSC's potential customers will also be required to obtain various governmental permits and approvals in order to purchase water from NSC.

For its 50% interest in NSC, the Company provided initial equity funding of \$4.0 million for NSC's development activities and has also provided all subsequent funding for NSC. Because the Company exercises effective financial control over NSC and its partners in NSC have not participated in NSC's funding, the Company consolidates NSC's results of operations. Included in the Company's consolidated results of operations are general and administrative expenses from NSC, consisting of organizational, legal, accounting, engineering, consulting and other costs relating to NSC's project development activities. Such NSC general and administrative expenses amounted to \$479,307 and \$341,327 for the three months ended March 31, 2013 and 2012, respectively, and totaled approximately \$6.4 million for the three year period ended December 31, 2012. The assets and liabilities of NSC included in the Company's consolidated balance sheet amounted to approximately \$1,432,000 and \$179,000, respectively, as of March 31, 2013 and approximately \$1,452,000 and \$116,000, respectively, as of December 31, 2012.

In February 2012, the Company acquired an option, exercisable through February 7, 2014, to purchase the shares of one of the other shareholders of NSC along with an immediate power of attorney to vote those shares. As a result, the Company has effective control of NSC until this option expires.

In July 2012, NSC obtained an extension of the purchase contract for a portion of the land on which the proposed plant would be constructed. In exchange for additional prepayments of (i) \$500,000 paid at signing of the extension and (ii) a further \$500,000 payable on May 15, 2013, NSC was granted an extension of the purchase agreement until May 15, 2014. NSC is currently negotiating a purchase agreement for an additional parcel of land.

In August 2012, NSC and DHIC extended their Memorandum of Understanding for 18 months from August 19, 2012, pursuant to which DHIC installed and is operating an equipment piloting plant and collecting water quality data from the proposed feed water source site in Rosarito Beach, Baja California, Mexico. This amended Memorandum of Understanding requires that NSC negotiate exclusively with DHIC for the construction of the 100 million gallon per day seawater reverse osmosis desalination plant and further requires payment by NSC to DHIC of up to \$500,000 as compensation for the operation and maintenance of the equipment piloting plant should NSC not award the engineering, procurement and construction contract for the project to DHIC.

In November 2012, NSC signed a letter of intent with Otay Water District in Southern California to deliver no less than 20 million and up to 40 million gallons of water per day from the plant to the Otay Water District at the border between Mexico and the United States.

NSC has entered into a 20 year lease, effective November 2012, with the Comisión Federal de Electricidad for approximately 5,000 square meters of land on which it plans to construct the water intake and outtake works for the plant. The amounts due on this lease are payable in Mexican pesos at an amount that is currently equivalent to approximately \$20,000 per month. This lease is cancellable should NSC ultimately not proceed with the project.

The Company has determined that completing NSC's development activities will require significantly more funding than has been expended to date and the Company may incur significant development expenses in the future for this project. The Company estimates that it will take at least through the second quarter of 2014 for NSC to complete all of the development activities (which include completing the site piloting plant activities, purchasing the land for the plant, securing feed water and power supplies, completing the engineering and feasibility studies, negotiating customer contracts, obtaining required regulatory permits and arranging the project financing) necessary to commence construction of the plant. However, NSC may ultimately be unable to complete all of the activities necessary to begin construction of the project.

## **8. Impact of recent accounting pronouncements**

In July 2012, the Financial Accounting Standards Board (“FASB”) issued Accounting Standards Update (“ASU”) 2012-02, *Intangibles - Goodwill and Other (Topic 350) - Testing Indefinite-Lived Intangible Assets for Impairment*, which aims to simplify the impairment test for indefinite-lived intangible assets by permitting an entity the option to first assess qualitative factors to determine whether it is more likely than not (defined as having a likelihood of more than 50 percent) that an indefinite-lived intangible asset is impaired as a basis for determining whether the quantitative impairment test included in Accounting Standards Codification Subtopic 350-30, *Intangibles—Goodwill and Other—General Intangibles Other than Goodwill* must be performed. The amendment is effective for annual and interim impairment tests performed for fiscal years beginning after September 15, 2012. The Company currently has no indefinite-lived intangible assets other than goodwill reported on its consolidated balance sheet. The adoption of ASU 2012-02 did not have an impact on the Company’s consolidated financial statements.

In October 2012, the FASB issued ASU 2012-04, *Technical Corrections and Improvements*. The amendments in this update cover a wide range of Topics in the Accounting Standards Codification. These amendments include technical corrections and improvements to the Accounting Standards Codification and conforming amendments related to fair value measurements. The amendments in this update will be effective for fiscal periods beginning after December 15, 2012. The adoption of ASU 2012-04 did not have an impact on the Company’s consolidated financial statements.

In February 2013, the FASB issued ASU 2013-02, *Other Comprehensive Income (Topic 220) - Reporting of Amounts Reclassified Out of Accumulated Other Comprehensive Income*, which requires an entity to provide information about the amounts reclassified out of Accumulated Other Comprehensive Income (“AOCI”) by component. In addition, an entity is required to present, either on the face of the financial statements or in the notes, significant amounts reclassified out of AOCI by the respective line items of net income, but only if the amount reclassified is required to be reclassified in its entirety in the same reporting period. For amounts that are not required to be reclassified in their entirety to net income, an entity is required to cross-reference to other disclosures that provide additional details about those amounts. ASU 2013-02 does not change the current requirements for reporting net income or other comprehensive income in the financial statements. The adoption of ASU 2013-02 on January 1, 2013 did not have an impact on the Company’s consolidated financial statements.

## 9. Retail segment contingency

In the Cayman Islands, the Company provides water to retail customers under a license issued to Cayman Water in July 1990 by the Cayman Islands government that grants the Company the exclusive right to provide water to retail customers within its licensed service area. The Company's service area is comprised of an area on Grand Cayman that includes the Seven Mile Beach and West Bay areas, two of the three most populated areas in the Cayman Islands. For the three months ended March 31, 2013 and 2012, the Company generated approximately 39% of its consolidated revenues and 56% and 54%, respectively, of its consolidated gross profits from the retail water operations conducted pursuant to its exclusive license. If Cayman Water is not in default of any terms of the license, the Company has a right of first refusal to renew the license on terms that are no less favorable than those that the government offers to any third party.

This license was set to expire on July 10, 2010; however, the Company and the Cayman Islands government have agreed in correspondence to extend the license several times in order to provide sufficient time to negotiate the terms of a new license agreement. The previous extension of the Company's license expired March 30, 2013. The Company and the Water Authority-Cayman ("WAC") have executed another extension of the license through September 30, 2013 that is pending the signature of the Governor of the Cayman Islands.

In February 2011, the Water Production and Supply Law, 2011 (which replaces the Water (Production and Supply) Law (1996 Revision) under which the Company is licensed) and the Water Authority (Amendment) Law, 2011 (collectively, the "New Laws") were published and are now in full force and effect. Under the New Laws, the WAC would issue any new license which could include a rate of return on invested capital model described below.

The Company has been advised in correspondence from the Cayman Islands government and the WAC that: (i) the WAC is now the principal negotiator, and not the Cayman Islands government, in these license negotiations, and (ii) the WAC has determined that a rate of return on invested capital model ("RCAM") is in the best interest of the public and the Company's customers. RCAM is the rate model currently utilized in the electricity transmission and distribution license granted by the Cayman Islands government to the Caribbean Utilities Company, Ltd.

In July 2012, in an effort to resolve several issues relating to the retail license renewal negotiations, the Company filed an Application for Leave to Apply for Judicial Review (the "Application") with the Grand Court of the Cayman Islands (the "Grand Court"), stating that: (i) certain provisions of the Water Authority Law, 2011 and the Water (Production and Supply) Law, 2011, appear to be incompatible, (ii) the WAC's roles as the principal license negotiator, statutory regulator and the Company's competitor put the WAC in a position of hopeless conflict, and (iii) the WAC's decision to replace the rate structure under the Company's current exclusive license with RCAM was predetermined and unreasonable.



Throughout the course of the retail license renewal negotiations, the Company has objected to the use of RCAM on the basis that it believes such a model would not promote the efficient operation of its water utility and could ultimately increase water rates to its customers.

In October 2012, the Company was notified that the Grand Court has agreed to consider the issues raised by the Company in the Application. As a result, the Company, the Cayman Islands government and the WAC will have the opportunity to present their positions to the Grand Court in a trial proceeding.

If the Company does not ultimately enter into a new license agreement and no other party is awarded a license, the Company expects to be permitted to continue to supply water to its service area.

It is possible that the Cayman Islands government could offer a third party a license to service some or all of the Company's present service area. In such event, the Company may assume the license offered to the third party by exercising its right of first refusal. However, the terms of any new license agreement may not be as favorable to the Company as the terms under which it is presently operating and could materially reduce the operating income and cash flows that the Company has historically generated from its retail license and could require the Company to record an impairment charge to reduce the \$3,499,037 carrying value of its goodwill. Such impairment charge could have a material adverse impact on the Company's results of operations.

The Company is presently unable to determine what impact the resolution of this matter will have on its financial condition, results of operations or cash flows.

## **10. Subsequent events**

The Company's management evaluated subsequent events through the time of the filing of this report on Form 10-Q. Other than as disclosed in Note 9, the Company's management is not aware of any significant events that occurred subsequent to the balance sheet date but prior to the filing of this report that would have a material impact on its consolidated financial statements.

## ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

### Cautionary Note Regarding Forward-Looking Statements

This Quarterly Report on Form 10-Q contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including but not limited to, statements regarding our future revenues, future plans, objectives, expectations and events, assumptions and estimates. Forward-looking statements can be identified by use of the words or phrases "will," "will likely result," "are expected to," "will continue," "estimate," "project," "potential," "believe," "anticipate," "expect," "intend," or similar expressions and variations of such words. Statements that are not historical facts are based on our current expectations, beliefs, assumptions, estimates, forecasts and projections for our business and the industry and markets related to our business.

The forward-looking statements contained in this report are not guarantees of future performance and involve certain risks, uncertainties and assumptions which are difficult to predict. Actual outcomes and results may differ materially from what is expressed in such forward-looking statements. Important factors which may affect these actual outcomes and results include, without limitation:

- tourism and weather conditions in the areas we serve;
- the economies of the U.S., the areas, and the governments we serve;
- our relationships with the governments we serve;
- regulatory matters, including resolution of the negotiations for the renewal of our retail license on Grand Cayman;
- our ability to successfully enter new markets, including Mexico and Asia;

and other factors, including those "Risk Factors" set forth under Part II, Item 1A in this Quarterly Report and in our 2012 Annual Report on Form 10-K.

Each of the forward-looking statements in this Quarterly Report speaks as of its date. We expressly disclaim any obligation or undertaking to update or revise any forward-looking statement contained in this Quarterly Report to reflect any change in our expectations with regard thereto or any change in events, conditions or circumstances on which any forward-looking statement is based, except as may be required by law.

Unless otherwise indicated, references to "we," "our," "ours" and "us" refer to Consolidated Water Co. Ltd., its subsidiaries, and its consolidated affiliates.

## Critical Accounting Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires us 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 consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Our actual results could differ significantly from such estimates and assumptions.

Certain of our accounting estimates or assumptions constitute “critical accounting estimates” for us due to the fact that:

- the nature of these estimates or assumptions is material due to the levels of subjectivity and judgment necessary to account for highly uncertain matters or the susceptibility of such matters to change; and
- the impact of the estimates and assumptions on financial condition and results of operations is material.

Our critical accounting estimates relate to (i) the valuation of our equity investment in our affiliate, OC-BVI; (ii) goodwill and intangible assets; and (iii) plant construction revenues and costs.

*Valuation of Investment in OC-BVI.* We account for our investment in OC-BVI under the equity method of accounting for investments in common stock. This method requires recognition of a loss on an equity investment that is other than temporary, and indicates that a current fair value of an equity investment that is less than its carrying amount may indicate a loss in the value of the investment. OC-BVI’s dispute and resulting litigation with the BVI government relating to the Baughers Bay plant have resulted in a fair value of our investment in OC-BVI that was at one time less than our carrying value for this investment, as discussed in the paragraphs that follow.

As a quoted market price for OC-BVI's stock is not available, to test for possible impairment of our investment in OC-BVI we estimate its fair value through use of the discounted cash flow method, which relies upon seven-year discrete projections of OC-BVI's operating results, working capital and capital expenditures. The use of this method requires us to estimate the cash flows from OC-BVI's contract with the BVI government to supply water from its Bar Bay plant. For the year ended December 31, 2011 and prior years, the use of this method also required us to estimate the cash flows OC-BVI expected to obtain from the resolution of its dispute and resulting litigation with the BVI government over the ownership and operation of the Baughers Bay plant by (i) identifying various possible outcomes of the Baughers Bay litigation and estimating the cash flows associated with each possible outcome; and (ii) assigning a probability to each Baughers Bay outcome and associated expected cash flows based upon discussions held by OC-BVI's management with the BVI government and OC-BVI's legal counsel. The resulting probability weighted sum represented the expected cash flows, and our best estimate of future cash flows, to be derived by OC-BVI from the Baughers Bay litigation. This sum was then added to OC-BVI's estimated cash flows from its Bar Bay plant and the total was present-valued to estimate OC-BVI's fair value.

The identification of the possible outcomes for the Baughers Bay dispute, the projections of cash flows for each outcome, and the assignment of relative probabilities to each outcome all represented significant estimates made by us. While we used our best judgment to identify the possible outcomes and expected cash flows for these outcomes and assign relative probabilities to each outcome, these estimates were by their nature highly subjective and were also subject to material change by our management over time based upon additional information from OC-BVI's management and legal counsel, and a change in the status of OC-BVI's litigation with the BVI government. After considering the September and October 2009 rulings of the Eastern Caribbean Supreme Court (the "Court") relating to the Baughers Bay litigation and an announcement by the BVI government in February 2010 that it had signed a contract with another company to construct and operate a plant to provide potable water to the greater Tortola area served by the Baughers Bay plant, we determined that the carrying value of our investment in OC-BVI exceeded the estimated fair value for our investment in OC-BVI and therefore recognized impairment losses aggregating approximately \$4.7 million for the year ended December 31, 2009.

The remaining carrying value of our investment in OC-BVI of \$6.6 million as of December 31, 2011 assumed that the BVI government would ultimately pay OC-BVI the full amount awarded by the Court in its 2009 rulings and fulfill its obligations to purchase water under the Bar Bay plant agreement. In June 2012, the Eastern Caribbean Court of Appeals issued the final ruling with respect to the Baughers Bay litigation. This ruling dismissed the BVI government's appeal against the previous judgment of the Court awarding \$10.4 million for the water supplied, and also awarded OC-BVI compensation for improvements made to the plant in the amount equal to the difference between (i) the value of the Baughers Bay plant at the date OC-BVI transferred possession of the plant to the BVI government and (ii) \$1.42 million (the purchase price for the Baughers Bay plant under the 1990 Agreement). OC-BVI was also awarded all of its court costs at the trial level and two-thirds of such costs incurred on appeal. Prior to the final ruling the BVI government had paid only \$5.0 of the original \$10.4 million, and the remaining \$5.4 million amount due had increased to approximately \$6.7 million by the fourth quarter of 2012 due to the court costs awarded by the Appellate Court and the accrued interest due on the aggregate unpaid balance. The BVI government paid OC-BVI \$4.7 million of this amount during the fourth quarter of 2012 and the remaining \$2.0 million in January 2013.

The remaining carrying value of our investment in OC-BVI of \$7.2 million as of March 31, 2013 assumes that the BVI government will honor its obligations under the Bar Bay plant water supply agreement. If the BVI government fails to honor the terms of this agreement, our future actual cash flows from OC-BVI could be materially less than our current expectations for its cash flows and we could be required to record an additional loss to reduce the carrying value of our investment in OC-BVI. Such impairment loss would reduce our earnings and could have a material adverse impact on our results of operations and financial condition.

*Goodwill and intangible assets.* Goodwill represents the excess cost over the fair value of the assets of an acquired business. Goodwill and intangible assets with an indefinite useful life that are acquired in a business combination are not amortized, but are tested for impairment at least annually. Intangible assets with estimable useful lives are amortized over their respective estimated useful lives to their estimated residual values and reviewed periodically for impairment. We evaluate the possible impairment of goodwill annually as part of our reporting process for the fourth quarter of each fiscal year. Management identifies our reporting units and determines the carrying value of each reporting unit by assigning the assets and liabilities, including the existing goodwill and intangible assets, to those reporting units. We determine the fair value of each reporting unit and compare the fair value to the carrying amount of the reporting unit. If the carrying amount of the reporting unit exceeds the fair value of the reporting unit, we are required to perform the second step of the impairment test, as this is an indication that the reporting unit goodwill may be impaired. In this step, we compare the implied fair value of the reporting unit goodwill with the carrying amount of the reporting unit goodwill. The implied fair value of goodwill is determined by allocating the fair value of the reporting unit to all the assets (recognized and unrecognized) and liabilities of the reporting unit in a manner similar to a purchase price allocation. The residual fair value after this allocation is the implied fair value of the reporting unit goodwill. If the implied fair value is less than its carrying amount, an impairment loss is recorded to reduce the carrying amount of the unit to such implied fair value.

For the years in the three-year period ended December 31, 2012, we estimated the fair value of our reporting units by applying the discounted cash flow method, the subject company stock price method, the guideline public company method, the mergers and acquisitions method and, on an exception basis and where necessary and appropriate, the net asset value method.

The discounted cash flow method relied upon seven-year discrete projections of operating results, working capital and capital expenditures, along with a terminal value subsequent to the discrete period. These seven-year projections were based upon historical and anticipated future results, general economic and market conditions, and considered the impact of planned business and operational strategies. The discount rates for the calculations represented the estimated cost of capital for market participants at the time of each analysis. In preparing these seven year projections for 2012 for our retail unit we (i) identified various possible outcomes of our on-going negotiations with the Cayman Islands government for the renewal of our retail license; (ii) estimated the cash flows associated with each possible outcome; and (iii) assigned a probability to each outcome and associated estimated cash flows. The weighted average estimated cash flows were then summed to determine the overall fair value of the retail unit under this method. The possible outcomes used for the discounted cash flow method for the retail unit included the implementation of a rate of return on invested capital model, the methodology proposed by Cayman Islands government representatives for the new retail license.

We also estimated the fair value of each of our reporting units for each of the years in the three-year period ended December 31, 2012 through reference to the quoted market prices for our Company and guideline companies and the market multiples implied by guideline merger and acquisition transactions. For the year ended December 31, 2012 we also relied upon net asset values to estimate the fair value of our services unit.

We weighted the fair values estimated for each of our reporting units under each method and summed such weighted fair values to estimate the overall fair value for each reporting unit. In recognition of the fact that our common stock has traded at prices less than its book value per share during the past two years we changed the relative weightings for 2012 from those used for 2011 to increase the weightings applied to those methods that resulted in more conservative estimates of fair value. The respective weightings we applied to each method for the years ended December 31, 2012 and 2011 are as follows:

| Method                      | 2012   |       |          | 2011   |       |          |
|-----------------------------|--------|-------|----------|--------|-------|----------|
|                             | Retail | Bulk  | Services | Retail | Bulk  | Services |
| Discounted cash flow        | 20 %   | 30 %  |          | 20 %   | 10 %  | 20 %     |
| Subject company stock price | 60 %   | 50 %  | 10 %     | 40 %   | 10 %  | 80 %     |
| Guideline public company    | 10 %   | 10 %  |          | 20 %   | 40 %  |          |
| Mergers and acquisitions    | 10 %   | 10 %  |          | 20 %   | 40 %  |          |
| Net asset value             |        |       | 90 %     |        |       |          |
|                             | 100 %  | 100 % | 100 %    | 100 %  | 100 % | 100 %    |

The fair values we estimated for our retail, bulk and services units exceeded their carrying amounts for the year ended December 31, 2011. The fair values we estimated for our retail and bulk units exceeded their carrying amounts by 39% and 6%, respectively, for the year ended December 31, 2012. The fair value we estimated for our services unit for the year ended December 31, 2012 was 10% less than its carrying amount. As a result of this estimate and our subsequent step 2 analysis of the implied fair value of the goodwill recorded for our services unit, we recorded an impairment charge for the services unit goodwill of \$88,717 for the year ended December 31, 2012. Based upon the discounted cash flows and market approach methodologies employed in our analyses, no other impairment charges were required for our goodwill for any of the years in the three-year period ended December 31, 2012.

We also performed an analysis reconciling the conclusions of value for our reporting units to our market capitalization at October 1, 2012. This reconciliation resulted in an implied control premium for our Company of 32.6%.

*Plant construction revenue and cost of plant construction revenue.* We recognize revenue and related costs as work progresses on fixed price contracts for the construction of desalination plants to be sold to third parties using the percentage-of-completion method, which relies on contract revenue and estimates of total expected costs. We follow this method since we can make reasonably dependable estimates of the revenue and costs applicable to various stages of a contract. Under the percentage-of-completion method, we record revenue and recognize profit or loss as work on the contract progresses. Our engineering personnel estimate total project costs and profit to be earned on each long

term, fixed price contract prior to commencement of work on the contract and update these estimates as work on the contract progresses. The cumulative amount of revenue recorded on a contract at a specified point in time is that percentage of total estimated revenue that incurred costs to date comprise of estimated total contract costs. As work progresses, if the actual contract costs exceed estimates, the profit recognized on revenue from that contract decreases. We recognize the full amount of any estimated loss on a contract at the time the estimates indicate such a loss. To date we have not experienced a material adverse variation from our cost estimates for plants constructed for sale to third parties.

We assume the risk that the costs associated with constructing the plant may be greater than we anticipated in preparing our bid. However, the terms of each of the sales contracts with our customers require us to guarantee the sales price for the plant at the bid amount. Because we base our contracted sales price in part on our estimation of future construction costs, the profitability of our plant sales is dependent on our ability to estimate these costs accurately. The cost estimates we prepare in connection with the construction of plants to be sold to third parties are subject to inherent uncertainties. The cost of materials and construction may increase significantly after we submit our bid for a plant due to factors beyond our control, which could cause the gross margin for a plant to be less than we anticipated when the bid was made. The gross profit we initially expect to generate from a plant sale could be further affected by other factors, such as hydro-geologic conditions at the plant site that differ materially from those we believe exist and relied upon when we submitted our bid.

## **RESULTS OF OPERATIONS**

The following discussion and analysis of our financial condition and results of operations should be read in conjunction with our unaudited condensed consolidated financial statements and accompanying notes included under Part I, Item 1 of this Quarterly Report and our consolidated financial statements and accompanying notes included in our Annual Report on Form 10-K for our fiscal year ended December 31, 2012 (“2012 Form 10-K”) and the information set forth under Item 7 “Management’s Discussion and Analysis of Financial Condition and Results of Operations” of our 2012 Form 10-K.

## Three Months Ended March 31, 2013 Compared to Three Months Ended March 31, 2012

### Consolidated Results

Net income attributable to our common stockholders for the three months ended March 31, 2013 was \$3,742,003 (\$0.26 per share on a fully-diluted basis) as compared to \$2,342,666 (\$0.16 per share on a fully-diluted basis) for the three months ended March 31, 2012.

Total revenues for the three months ended March 31, 2013 decreased to \$16,555,197 from the \$16,728,727 in revenues generated for the three months ended March 31, 2012, due to revenue decreases for the retail and bulk segments. Gross profit for the three months ended March 31, 2013 was \$6,220,507 or 38% of total revenues, as compared to \$5,947,849, or 36% of total revenues, for the three months ended March 31, 2012 as gross profit for the retail and bulk segments increased while the gross profit for the services segment decreased. For further discussion of revenues and gross profit for the three months ended March 31, 2013, see the “Results by Segment” analysis that follows.

General and administrative (“G&A”) expenses on a consolidated basis remained relatively consistent at \$3,568,936 and \$3,514,685 for the three months ended March 31, 2013 and 2012, respectively. For 2013 as compared to 2012, employee costs were approximately \$89,000 higher due to base salary increases, directors’ fees increased by approximately \$51,000, and the project development expenses incurred by our Mexico affiliate, N.S.C. Agua, S.A. de C.V., (“NSC”) increased by approximately \$138,000. Serving to partially offset these increases was a decrease for 2013 of approximately \$149,000 in the expenses incurred for business development activities not related to NSC.

Interest income decreased to \$180,088 for the three months ended March 31, 2013 from \$215,430 for the three months ended March 31, 2012 as a result of lower interest earning balances.

Interest expense for the three months ended March 31, 2013 and 2012 was \$132,425 and \$383,635, respectively. The decrease in interest expense for 2013 reflects the repayment on March 31, 2012 of the remaining \$8.5 million balance of CW-Bahamas’ Series A bonds payable, and the declining principal balance on our remaining bonds payable outstanding.

We recognized earnings and profit sharing on our investment in OC-BVI for the three months ended March 31, 2013 and 2012 of \$1,075,320 and \$56,938, respectively. The additional earnings and profit sharing we recognized in 2013 from this equity investment resulted from the payment by the British Virgin Islands government to OC-BVI in



January 2013 of the remaining \$2.0 million of the amount awarded to OC-BVI as a result of the resolution of the Baughers Bay litigation. See further discussion of this litigation at Note 6 of the Notes to Condensed Consolidated Financial Statements included at "ITEM 1. FINANCIAL STATEMENTS" of this Quarterly Report.

### Results by Segment

#### *Retail Segment:*

The retail segment contributed \$928,750 and \$727,214 to our income from operations for the three months ended March 31, 2013 and 2012, respectively.

Revenues generated by our retail water operations were \$6,395,012 and \$6,566,129 for the three months ended March 31, 2013 and 2012, respectively. The decline in retail revenues from 2012 to 2013 resulted from a reduction of 5% in the total gallons of water sold.

Retail segment gross profit remained relatively consistent between the periods at \$3,560,260 (56% of revenues) and \$3,523,382 (54% of revenues) for the three months ended March 31, 2013 and 2012, respectively.

Consistent with prior periods, we record all non-direct G&A expenses in our retail business segment and do not allocate any of these non-direct costs to our other two business segments. Retail G&A expenses for the three months ended March 31, 2013 and 2012 were \$2,631,510 and \$2,796,168, respectively. Retail G&A expenses decreased from 2012 to 2013 primarily as a result of a reduction of approximately \$149,000 in the expenses incurred for business development activities not related to NSC.

During the latter half of 2012, we commenced, through our newly formed 95% owned subsidiary, PT Consolidated Water Bali, the construction of a seawater reverse osmosis ("SWRO") plant in Nusa Dua, one of the primary tourist areas of Bali, Indonesia. We believe the water demands of the tourist resorts in Nusa Dua will soon exceed the water supplies that can be provided to the area by the local public water utility, and that other areas of Bali will also eventually experience fresh water shortages. However, as SWRO has not been employed to any meaningful extent in Bali, we have concluded that to obtain customers in Bali we must first demonstrate the viability of SWRO as well as our capabilities and expertise. Consequently, we have elected to construct this plant before obtaining contracts for its full production. We believe sufficient demand exists in Nusa Dua to enable us to sell 100% of the plant's capacity, although we cannot assure that we will be able to do so. The initial capital investment for this plant is estimated at approximately \$4.2 million, which will fund production capacity of approximately 500,000 gallons per day. As of March 31, 2013 and December 31, 2012 we had expended approximately \$2.4 million and \$1.9 million, respectively, in construction costs for this plant. In late April 2013, we commissioned an initial 250,000 gallons per day of production capacity for this plant and began delivering water to a resort customer.



*Bulk Segment:*

The bulk segment contributed \$2,261,030 and \$2,086,364 to our income from operations for the three months ended March 31, 2013 and 2012, respectively.

Bulk segment revenues were \$9,856,690 and \$10,069,217 for the three months ended March 31, 2013 and 2012, respectively. This decrease in bulk revenues from 2012 to 2013 of approximately \$213,000 resulted from a 6% reduction in the total of gallons of water sold. This reduction in gallons sold is due in part to the January 2013 expiration of our operating agreement with the Water Authority-Cayman (“WAC”) for their Lower Valley plant.

Bulk segment gross profit remained relatively consistent between the periods at \$2,669,277 (27% of revenues) and \$2,413,764 (24% of revenues) for the three months ended March 31, 2013 and 2012, respectively.

Bulk segment G&A expenses were \$408,247 and \$327,400 for the three months ended March 31, 2013 and 2012, respectively. The increase for 2013 reflects a \$59,000 increase in business license fees arising from CW-Bahamas’ higher revenues and \$44,000 in incremental employee costs for CW-Bahamas’ operations.

We estimate CW-Bahamas will supply the aggregate amount of water contracted by the Water and Sewerage Corporation of the Bahamas (“WSC”) under the water supply agreement for CW-Bahamas’ Windsor plant in June 2013, at which time such agreement will expire if not renewed by the WSC. See further discussion at “Material Commitments, Expenditures and Contingencies.”

*Services Segment:*

The services segment incurred losses from operations of (\$538,209) and (\$380,414) for the three months ended March 31, 2013 and 2012, respectively. We expect our services segment to continue to incur losses from operations while we continue to fund the project development activities of NSC and/or until such time as we obtain significant new management services or plant construction contracts with external customers.

Services segment revenues were \$303,495 and \$93,381 for the three months ended March 31, 2013 and 2012, respectively. Services revenues increased from 2012 to 2013 due to an increase in the management fees earned from OC-BVI and sales of consumables stock to OC-BVI.

Our services segment generated a negative gross profit of (\$9,030) for the three months ended March 31, 2013 as compared to a gross profit of \$10,703 for the three months ended March 31, 2012. The reduction in gross profit for 2013 reflects higher engineering expenses and greater employee costs.

G&A expenses for the services segment were \$529,179 and \$391,117 for the three months ended March 31, 2013 and 2012, respectively. The increase in G&A expenses for 2013 as compared to 2012 is attributable to an increase of approximately \$138,000 in expenses related to the project development activities of our consolidated Mexico affiliate, NSC.

## **LIQUIDITY AND CAPITAL RESOURCES**

### **Overview**

Our sources of cash are (i) revenues generated from our retail license, plant operating contracts and management agreements; (ii) borrowings under term loans, credit facilities and debt securities; and (iii) sales of equity securities.

Our cash flows from operations are affected by tourism, rainfall patterns, weather conditions (such as hurricanes), changes in our customer base, the timing and level of rate increases, overall economic conditions and other factors and the timing of the collection of these revenues from our customers.

Our ability to access the debt and equity capital markets is impacted by our current and anticipated financial results, financial condition, existing level of borrowings, credit rating, the terms of our debt agreements (including our compliance therewith), and by conditions in the debt and equity markets. We are presently in compliance with the terms of our debt agreements.

Our primary uses of cash other than for operations are construction costs and capital expenditures, including plant expansion and new plant construction. Other significant uses include payment of dividends, repayment of debt and the pursuit of new business opportunities.

Net cash of approximately \$26.2 million was provided by our operating activities over our last three fiscal years and net cash of approximately \$3.2 million was provided by our operating activities during the three months ended March 31, 2013. As of March 31, 2013, we had cash balances totaling approximately \$35.9 million and working capital of approximately \$55.4 million. We believe our cash on hand and cash to be generated from operations will be sufficient to meet our liquidity requirements for the remainder of 2013, which include approximately \$2.1 million in principal and interest payments on debt, budgeted capital expenditures for our existing operations of approximately \$3.4 million, estimated capital expenditures to complete our plant in Bali, Indonesia of approximately \$1.8 million, and projected expenditures of approximately \$7.8 million for the project development activities of our Mexico affiliate, NSC. Our liquidity requirements for the remainder of 2013 may also include quarterly dividends, if such dividends are declared by our Board. Our dividend payments amounted to approximately \$4.4 million for the year ended December 31, 2012 and \$1.1 million for the three months ended March 31, 2013.

We may be required to seek new financing should we obtain any major new projects or plant expansions. We believe we have a sufficient credit standing and adequate funding sources to obtain additional financing.

While we are not presently aware of anything that would lead us to believe that we will not have sufficient liquidity to meet our needs for 2013 and thereafter, we expect our available cash and working capital to decline over the remainder of 2013 from their March 31, 2013 balances if we continue, as we presently anticipate, to fund the project development activities of NSC and CW-Bali.

### **Cash Flows for the Three Months Ended March 31, 2013**

Our cash and cash equivalents increased from approximately \$33.9 million as of December 31, 2012 to approximately \$35.9 million as of March 31, 2013.

#### *Cash Flows from Operating Activities*

Operating activities provided approximately \$3.2 million in net cash for the three months ended March 31, 2013. This cash used reflects net income generated for the period as adjusted for various items included in the determination of net income that do not affect cash flows during the period and changes in the other components of working capital.

#### *Cash Flows from Investing Activities*

Our investing activities provided approximately \$80,000 in net cash during the three months ended March 31, 2013. We used approximately \$1.1 million for property, plant and equipment and construction in progress additions. We collected approximately \$452,000 on our loans receivable and received \$757,500 from our investment in OC-BVI.

#### *Cash Flows from Financing Activities*

Our financing activities used approximately \$1.3 million in net cash during the three months ended March 31, 2013, which included approximately \$1.1 million in dividends and \$422,000 in scheduled debt repayments on our 5.95% secured bonds. This was offset by the receipt of approximately \$233,000 from the exercise of stock options.

#### **Material Commitments, Expenditures and Contingencies**

##### *Renewal of Retail License*

In the Cayman Islands, we provide water to retail customers under a license issued to us in July 1990 by the Cayman Islands government that grants us the exclusive right to provide water to retail customers within our licensed service area. Our service area is comprised of an area on Grand Cayman that includes the Seven Mile Beach and West Bay areas, two of the three most populated areas in the Cayman Islands. For the three months ended March 31, 2013 and 2012, we generated approximately 39% of our consolidated revenues and 56% and 54%, respectively, of our consolidated gross profits from the retail water operations conducted pursuant to our exclusive license. If we are not in default of any terms of the license, we have a right of first refusal to renew the license on terms that are no less favorable than those that the government offers to any third party.

This license was set to expire on July 10, 2010; however, we and the Cayman Islands government have agreed in correspondence to extend the license several times in order to provide sufficient time to negotiate the terms of a new license agreement. The most recent extension of our license expired March 30, 2013. We have executed another extension of the license with the WAC through September 30, 2013 that is pending the signature of the Governor of the Cayman Islands.

In February 2011, the Water Production and Supply Law, 2011 (which replaces the Water (Production and Supply) Law (1996 Revision) under which the Company is licensed) and the Water Authority (Amendment) Law, 2011 (collectively, the "New Laws") were published and are now in full force and effect. Under the New Laws, the WAC would issue any new license which could include a rate of return on invested capital model described below.

We have been advised in correspondence from the Cayman Islands government and the WAC that: (i) the WAC is now the principal negotiator, and not the Cayman Islands government, in these license negotiations, and (ii) the WAC has determined that a rate of return on invested capital model (“RCAM”) is in the best interest of the public and the Company’s customers. RCAM is the rate model currently utilized in the electricity transmission and distribution license granted by the Cayman Islands government to the Caribbean Utilities Company, Ltd.

In July 2012, in an effort to resolve several issues relating to our retail license renewal negotiations, we filed an Application for Leave to Apply for Judicial Review (the “Application”) with the Grand Court of the Cayman Islands (the “Court”), stating that: (i) certain provisions of the Water Authority Law, 2011 and the Water (Production and Supply) Law, 2011, appear to be incompatible, (ii) the WAC’s roles as the principal license negotiator, statutory regulator and our competitor put the WAC in a position of hopeless conflict, and (iii) the WAC’s decision to replace the rate structure under our current exclusive license with RCAM was predetermined and unreasonable.

Throughout the course of the retail license renewal negotiations, we have objected to the use of RCAM on the basis that we believe such a model would not promote the efficient operation of our water utility and could ultimately increase water rates to our customers.

In October 2012, we were notified that the Court agreed to consider the issues raised in the Application. As a result, our Company, the Cayman Islands government and the Water Authority-Cayman will have the opportunity to present their positions to the Court in a trial proceeding.

If we do not ultimately enter into a new license agreement and no other party is awarded a license, we expect to be permitted to continue to supply water to our service area.

It is possible that the Cayman Islands government could offer a third party a license to service some or all of our present service area. In such event, we may assume the license offered to the third party by exercising our right of first refusal. However, the terms of any new license agreement may not be as favorable to us as the terms under which we are presently operating and could materially reduce the operating income and cash flows that we have historically generated from our retail license and could require us to record an impairment loss to reduce the \$3,499,037 carrying value of our goodwill. Such impairment loss could be material to our results of operations.

Under the New Laws, the Governor in Cabinet sets the rates and rate adjustment mechanisms for water and sewerage services of the WAC. On October 30, 2012 by order of Cabinet, the regulations which govern the base water and sewerage rates charged by the WAC were amended to include an annual inflation adjustment mechanism which is functionally the same as the inflation adjustment mechanism included in our extended 1990 License agreement. In addition, the rates charged by the WAC for sewerage services now include a monthly energy adjustment charge which

allows the WAC to increase or decrease their sewerage charges to reflect monthly changes in energy costs. This new energy adjustment charge is also functionally similar to the energy adjustment charge contained in our 1990 License agreement. And finally, WAC's base water and sewerage rates were immediately increased by an average of 9.2%. We believe that as a result of these fundamental changes, the WAC's rate structure is now consistent with the rate structure of our 1990 License. In our opinion, such changes are inconsistent with the WAC's previous assertion that a rate of return on invested capital model is in the best interests of the public.

#### *Mexico Affiliate*

In May 2010, we acquired, through our wholly-owned Netherlands subsidiary, Consolidated Water Cooperatief, U.A., a 50% interest in N.S.C. Agua, S.A. de C.V., ("NSC") a Mexican company, and have since acquired the voting rights for, and an option to purchase, an additional 25% interest in this company. NSC has been formed to pursue a project encompassing the construction, operation, and minority ownership of a 100 million gallon per day seawater reverse osmosis desalination plant to be located in northern Baja California, Mexico and an accompanying pipeline to deliver water to the Mexican potable water infrastructure and the U.S. border. We believe such a project can be successful due to what we anticipate will be a growing need for a new potable water supply for the areas of northern Baja California, Mexico and Southern California, United States. To complete this project, we have engaged two engineering groups with extensive regional and/or technical experience and have partnered with Doosan Heavy Industries and Construction ("DHIC"), a global leader in the engineering, procurement and construction of large seawater desalination plants. Once completed, one of our subsidiaries will operate the plant and we will retain a minority position in its ownership. NSC is in the development stage, and is presently involved in (i) purchasing additional land on which to build the plant, (ii) seeking contracts for the electric power and feed water sources for the plant's proposed operations, and (iii) conducting (under a Memorandum of Understanding with DHIC) an equipment piloting plant and water quality data collection program at the proposed feed water source. In addition to completing these activities, NSC will be required to complete various other steps before it can commence construction of the plant and pipeline including, but not limited to, obtaining approvals and permits from various governmental agencies in Mexico and the United States, securing contracts with its proposed customers to sell water in sufficient quantities and at prices that make the project financially viable, and obtaining equity and debt financing for the project. NSC's potential customers will also be required to obtain various governmental permits and approvals in order to purchase water from NSC.

For our 50% interest in NSC, we provided initial equity funding of \$4.0 million for NSC's development activities and have also provided all subsequent funding for NSC. Because we exercise effective financial control over NSC and our partners in NSC have not participated in NSC's funding, we consolidate NSC's results of operations. Included in our consolidated results of operations are general and administrative expenses from NSC, consisting of organizational, legal, accounting, engineering, consulting and other costs relating to NSC's project development activities. Such NSC general and administrative expenses amounted to \$479,307 and \$341,327 for the three months ended March 31, 2013 and 2012, respectively, and totaled approximately \$6.4 million for the three year period ended December 31, 2012. The assets and liabilities of NSC included in our condensed consolidated balance sheet amounted to approximately \$1,432,000 and \$179,000, respectively, as of March 31, 2013 and approximately \$1,452,000 and \$116,000, respectively, as of December 31, 2012.



In February 2012, we acquired an option, exercisable through February 7, 2014, to purchase the shares of one of the other shareholders of NSC along with an immediate power of attorney to vote those shares. As a result, we have effective control of NSC until this option expires.

In July 2012, NSC obtained an extension of the purchase contract for a portion of the land on which the proposed plant would be constructed. In exchange for additional prepayments of (i) \$500,000 paid at signing of the extension and (ii) a further \$500,000 payable on May 15, 2013, NSC was granted an extension of the purchase agreement until May 15, 2014. NSC is currently negotiating a purchase agreement for an additional parcel of land.

In August 2012, NSC and DHIC extended their Memorandum of Understanding for 18 months from August 19, 2012, pursuant to which DHIC installed and is operating an equipment piloting plant and collecting water quality data from the proposed feed water source site in Rosarito Beach, Baja California, Mexico. This amended Memorandum of Understanding requires that NSC negotiate exclusively with DHIC for the construction of the 100 million gallon per day seawater reverse osmosis desalination plant and further requires payment by NSC to DHIC of up to \$500,000 as compensation for the operation and maintenance of the equipment piloting plant should NSC not award the engineering, procurement and construction contract for the project to DHIC.

In November 2012, NSC signed a letter of intent with Otay Water District in Southern California to deliver no less than 20 million and up to 40 million gallons of water per day from the plant to the Otay Water District at the border between Mexico and the United States.

NSC has entered into a 20 year lease, effective November 2012, with the Comisión Federal de Electricidad for approximately 5,000 square meters of land on which it plans to construct the water intake and outtake works for the plant. The amounts due on this lease are payable in Mexican pesos at an amount that is currently equivalent to approximately \$20,000 per month. This lease is cancellable should NSC ultimately not proceed with the project.

We estimate that it will take at least through the second quarter of 2014 for NSC to complete all of the development activities (which include completing the site piloting plant activities, purchasing the land for the plant, securing feed water and power supplies, completing the engineering and feasibility studies, negotiating customer contracts, obtaining required regulatory permits and arranging the project financing) necessary to commence construction of the plant. During the remainder of 2013, we expect to incur an additional \$5.6 million in expenses for these project development activities and to pay an additional \$2.2 million in deposits for the parcels of land for the project. We expect to incur additional development expenses for this project in 2014. However, NSC may ultimately be unable to complete all of the activities necessary to begin construction of the project.

By Statutory Instrument No. 81 of 2009, the Minister of Public Utilities of the government of Belize published an order, the Public Utility Provider Class Declaration Order, 2009 (the “Order”), which as of May 1, 2009 designated CW-Belize as a public utility provider under the laws of Belize. With this designation, the Public Utilities Commission of Belize (the “PUC”) has the authority to set the rates charged by CW-Belize and to otherwise regulate its activities. On November 1, 2010, CW-Belize received a formal complaint from the PUC alleging that CW-Belize was operating without a license under the terms of the Water Industry Act. CW-Belize applied for this license in December 2010. On July 29, 2011, the PUC issued the San Pedro Public Water Supply Quality and Security Complaint Order (the “Second Order”) which among other things requires that (i) CW-Belize and its customer jointly make a submission to the responsible Minister requesting that the area surrounding CW-Belize’s seawater abstraction wells be designated a forest reserve or national park and be designated a Controlled Area under section 58 of the Water Industry Act, (ii) CW-Belize submit an operations manual for CW-Belize’s desalination plant to the PUC for approval, (iii) CW-Belize and its customer modify the water supply agreement between the parties to (a) include new water quality parameters included in the Order and (b) cap the current exclusive water supply arrangement in the agreement at a maximum of 450,000 gallons per day, (iv) CW-Belize keep a minimum number of replacement seawater RO membranes in stock at all times and (v) CW-Belize take possession of and reimburse the PUC for certain equipment which the PUC purchased from a third-party in late 2010. CW-Belize has applied for declaratory judgment and has been granted a temporary injunction to stay the enforcement of the Second Order by the PUC until such time as the matter could be heard by the Belize courts. The initial hearing on this matter was conducted on October 30 and 31, 2012 with an additional hearing on November 29, 2012. The ruling on this case is pending. We are presently unable to determine what impact the outcome of this matter will have on our results of operations, financial position or cash flows.

Transfers of U.S. dollars from CW-Belize to our other subsidiaries require authorization in advance from the Central Bank of Belize.

### *Windsor Plant Water Supply Agreement*

Our subsidiary CW-Bahamas provides bulk water to the Water and Sewerage Corporation of The Bahamas (“WSC”), which distributes the water through its own pipeline system to residential, commercial and tourist properties on the Island of New Providence. Pursuant to a water supply agreement, we are required to provide the WSC with at least 16.8 million gallons per week of potable water from our Windsor plant, and the WSC has contracted to purchase at least that amount from us on a take-or-pay basis. This water supply agreement will expire the date we deliver the total amount of water required under the agreement, which we estimate will occur in June 2013. At the conclusion of the agreement, the WSC has the option to (i) extend the agreement for an additional five years at a rate to be negotiated; (ii) exercise a right of first refusal to purchase any materials, equipment and facilities that CW-Bahamas intends to remove from the site at a purchase price to be negotiated; or (iii) require CW-Bahamas to remove all materials, equipment and facilities from the site. We have submitted a proposal to the WSC to extend the Windsor water supply agreement for five years and are awaiting their reply. Representatives of the WSC have indicated in the local press that they are evaluating alternatives to the extension of our water supply agreement. We are presently unable to determine if CW-Bahamas’ water supply agreement for its Windsor plant will be extended or, if extended, on what terms. We generated approximately \$1.8 million and approximately \$7.5 million in revenues from the operation of this plant during the three months ended March 31, 2013 and the year ended December 31, 2012, respectively.

### **Dividends**

- On January 31, 2013, we paid a dividend of \$0.075 to shareholders of record on January 1, 2013.
- On February 19, 2013, our Board declared a dividend of \$0.075 payable on April 30, 2013 to shareholders of record on April 1, 2013.

We have paid dividends to owners of our common shares and redeemable preference shares since we began declaring dividends in 1985. Our payment of any future cash dividends will depend upon our earnings, financial condition, cash flows, capital requirements and other factors our Board deems relevant in determining the amount and timing of such dividends.

### **Dividend Reinvestment and Common Stock Purchase Plan**

This program is available to our shareholders, who may reinvest all or a portion of their common cash dividends into shares of common stock at prevailing market prices and may also invest optional cash payments to purchase additional shares at prevailing market prices as part of this program.

### **Impact of Inflation**

Under the terms of our Cayman Islands license and our water sales agreements in Belize, Bahamas and the British Virgin Islands, our water rates are automatically adjusted for inflation on an annual basis, subject to temporary exceptions. We, therefore, believe that the impact of inflation on our gross profit, measured in consistent dollars, will not be material. However, significant increases in items such as fuel and energy costs could create additional credit risks for us, as our customers' ability to pay our invoices could be adversely affected by such increases.

### **ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK**

There have been no material changes in our exposure to market risk from December 31, 2012 to the end of the period covered by this report.

### **ITEM 4. CONTROLS AND PROCEDURES**

#### **Evaluation of Disclosure Controls and Procedures**

Our management has evaluated, with the participation of its principal executive officer and principal financial and accounting officer, the effectiveness of its disclosure controls and procedures (as such term is defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended) as of the end of the period covered by this report. Based upon that evaluation, our principal executive officer and principal financial officer have concluded that, as of the end of the period covered by this report, the Company's disclosure controls and procedures were effective.

#### **Changes in Internal Controls**

There were no changes in the Company's internal control over financial reporting identified in connection with the evaluation of such internal control that occurred during the Company's last fiscal quarter that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

## **PART II — OTHER INFORMATION**

### **ITEM 1A. RISK FACTORS**

*Our business faces significant risks. These risks include those disclosed in Item 1A of our Annual Report on Form 10-K for the fiscal year ended December 31, 2012 as supplemented by the additional risk factors included below. If any of the events or circumstances described in the referenced risks actually occurs, our business, financial condition or results of operations could be materially adversely affected and such events or circumstances could cause our*

*actual results to differ materially from the results contemplated by the forward-looking statements contained in this report. These risks should be read in conjunction with the other information set forth in this Quarterly Report as well as in our Annual Report on Form 10-K for the year ended December 31, 2012 and in our other periodic reports on Form 10-Q and Form 8-K.*

**Our exclusive license to provide water to retail customers in the Cayman Islands may not be renewed in the future.**

In the Cayman Islands, we provide water to retail customers under a license issued to us in July 1990 by the Cayman Islands government that grants us the exclusive right to provide water to retail customers within our licensed service area. Our service area is comprised of an area on Grand Cayman that includes the Seven Mile Beach and West Bay areas, two of the three most populated areas in the Cayman Islands. For the three months ended March 31, 2013 and 2012, we generated approximately 39% of our consolidated revenues and 56% and 54%, respectively, of our consolidated gross profits from the retail water operations conducted pursuant to our exclusive license. For the year ended December 31, 2012, we generated approximately 37% of our consolidated revenues and 52% of our consolidated gross profits from the retail water operations conducted pursuant to our exclusive license. If we are not in default of any terms of the license, we have a right of first refusal to renew the license on terms that are no less favorable than those that the government offers to any third party.

This license was set to expire on July 10, 2010; however, we and the Cayman Islands government have extended the license several times in order to provide sufficient time to negotiate the terms of a new license agreement. The most recent extension of our license expired March 30, 2013. We have executed another extension of the license with the Water Authority-Cayman (“WAC”) through September 30, 2013 that is pending the signature of the Governor of the Cayman Islands.

In February 2011, the Water Production and Supply Law, 2011 (which replaces the Water (Production and Supply) Law (1996 Revision) under which the Company is licensed) and the Water Authority (Amendment) Law, 2011 (collectively, the “New Laws”) were published and are now in full force and effect. Under the New Laws, the WAC would issue any new license which could include a rate of return on invested capital model described below.

We have been advised in correspondence from the Cayman Islands government and the WAC that: (i) the WAC is now the principal negotiator, and not the Cayman Islands government, in these license negotiations, and (ii) the WAC has determined that a rate of return on invested capital model (“RCAM”) is in the best interest of the public and the Company’s customers. RCAM is the rate model currently utilized in the electricity transmission and distribution license granted by the Cayman Islands government to the Caribbean Utilities Company, Ltd.

In July 2012, in an effort to resolve several issues relating to our retail license renewal negotiations, we filed an Application for Leave to Apply for Judicial Review (the "Application") with the Grand Court of the Cayman Islands (the "Court"), stating that: (i) certain provisions of the Water Authority Law, 2011 and the Water (Production and Supply) Law, 2011, appear to be incompatible, (ii) the WAC's roles as the principal license negotiator, statutory regulator and our competitor put the WAC in a position of hopeless conflict, and (iii) the WAC's decision to replace the rate structure under our current exclusive license with RCAM was predetermined and unreasonable.

Throughout the course of the retail license renewal negotiations, we have objected to the use of RCAM on the basis that we believe such a model would not promote the efficient operation of our water utility and could ultimately increase water rates to our customers.

In October 2012, we were notified that the Court agreed to consider the issues raised in the Application. As a result, our Company, the Cayman Islands government and the WAC will have the opportunity to present their positions to the Court in a trial proceeding.

If we do not ultimately enter into a new license agreement and no other party is awarded a license, we expect to be permitted to continue to supply water to our service area.

The Cayman Islands government could offer a third party a license to service some or all of our present service area. In such event, we may assume the license offered to the third party by exercising our right of first refusal. However, the terms of any new license agreement may not be as favorable to us as the terms under which we are presently operating and could materially reduce the operating income and cash flows that we have historically generated from our retail license and could require us to record an impairment loss to reduce the \$3,499,037 carrying value of our goodwill. Such impairment loss could be material to our results of operations.

**We have spent approximately \$8.1 million to fund the development costs for a possible project in Mexico and expect to expend significant additional funds in 2013 and 2014 to continue to pursue this project. However, we may not be successful in completing this project.**

In May 2010, we acquired, through our wholly-owned Netherlands subsidiary, Consolidated Water Cooperatief, U.A., a 50% interest in N.S.C. Agua, S.A. de C.V., ("NSC") a Mexican company, and have since acquired the voting rights for, and an option to purchase, an additional 25% interest in this company. NSC has been formed to pursue a project encompassing the construction, operation and minority ownership of a 100 million gallon per day seawater reverse osmosis desalination plant to be located in northern Baja California, Mexico and an accompanying pipeline to deliver water to the Mexican potable water infrastructure and the U.S. border. We believe such a project can be successful due to what we anticipate will be a growing need for a new potable water supply for the areas of northern Baja California,

Mexico and Southern California, United States. To complete this project, we have engaged two engineering groups with extensive regional and/or technical experience and have partnered with Doosan Heavy Industries and Construction (“DHIC”), a global leader in the engineering, procurement and construction of large seawater desalination plants. Once completed, one of our subsidiaries will operate the plant and we will retain a minority position in its ownership. NSC is in the development stage, and is presently involved in (i) purchasing additional land on which to build the plant, (ii) seeking contracts for the electric power and feed water sources for the plant’s proposed operations, and (iii) conducting (under a Memorandum of Understanding with DHIC) an equipment piloting plant and water quality data collection program at the proposed feed water source. In addition to completing these activities, NSC will be required to complete various other steps before it can commence construction of the plant and pipeline including, but not limited to, obtaining approvals and permits from various governmental agencies in Mexico and the United States, securing contracts with its proposed customers to sell water in sufficient quantities and at prices that make the project financially viable, and obtaining equity and debt financing for the project. NSC’s potential customers will also be required to obtain various governmental permits and approvals in order to purchase water from NSC.

For our 50% interest in NSC, we provided initial equity funding of \$4.0 million for NSC’s development activities and have also provided all subsequent funding for NSC. Because we exercise effective financial control over NSC and our partners in NSC have not participated in NSC’s funding, we consolidate NSC’s results of operations. Included in our consolidated results of operations are general and administrative expenses from NSC, consisting of organizational, legal, accounting, engineering, consulting and other costs relating to NSC’s project development activities. Such NSC general and administrative expenses amounted to \$479,000 and \$341,000 for the three months ended March 31, 2013 and 2012, respectively, and totaled approximately \$6.4 million for the three year period ended December 31, 2012. The assets and liabilities of NSC included in our consolidated balance sheet amounted to approximately \$1,432,000 and \$179,000, respectively, as of March 31, 2013 and approximately \$1,452,000 and \$116,000, respectively, as of December 31, 2012.

In February 2012, we acquired an option, exercisable through February 7, 2014, to purchase the shares of one of the other shareholders of NSC along with an immediate power of attorney to vote those shares. As a result, we have effective control of NSC until this option expires.

In July 2012, NSC obtained an extension of the purchase contract for a portion of the land on which the proposed plant would be constructed. In exchange for additional prepayments of (i) \$500,000 paid at signing of the extension and (ii) a further \$500,000 payable on May 15, 2013, NSC was granted an extension of the purchase agreement until May 15, 2014. NSC is currently negotiating a purchase agreement for an additional parcel of land.



In August 2012, NSC and DHIC extended their Memorandum of Understanding for 18 months from August 19, 2012, pursuant to which DHIC installed and is operating an equipment piloting plant and collecting water quality data from the proposed feed water source site in Rosarito Beach, Baja California, Mexico. This amended Memorandum of Understanding requires that NSC negotiate exclusively with DHIC for the construction of the 100 million gallon per day seawater reverse osmosis desalination plant and further requires payment by NSC to DHIC of up to \$500,000 as compensation for the operation and maintenance of the equipment piloting plant should NSC not award the engineering, procurement and construction contract for the project to DHIC.

We estimate that it will take at least through the second quarter of 2014 for NSC to complete all of the development activities (which include completing the site piloting plant activities, purchasing the land for the plant, securing feed water and power supplies, completing the engineering and feasibility studies, negotiating customer contracts, obtaining required regulatory permits and arranging the project financing) necessary to commence construction of the plant. During the remainder of 2013, we expect to incur an additional \$5.6 million in expenses for these project development activities and to pay an additional \$2.2 million in deposits for the parcels of land for the project. We expect to incur additional development expenses for this project in 2014. However, NSC may ultimately be unable to complete all of the activities necessary to begin construction of the project.

## **ITEM 2. UNREGISTERED SALES OF EQUITY SECURITIES AND USE OF PROCEEDS**

On March 20, 2013, we issued 11,131 common shares to one of our executive officers as part of his 2012 compensation pursuant to the terms of his executive employment agreement. The issuance of the shares was exempt from registration under Section 4(2) of the Securities Act of 1933, as amended, as a transaction not involving a public offering.

**ITEM 6. EXHIBITS**

| <b>Exhibit<br/>Number</b> | <b>Exhibit Description</b>  |
|---------------------------|---|
| 31.1                      | Rule 13a-14(a)/15d-14(a) Certification of Chief Executive Officer |
| 31.2                      | Rule 13a-14(a)/15d-14(a) Certification of Chief Financial Officer |
| 32.1                      | Section 1350 Certification of Chief Executive Officer             |
| 32.2                      | Section 1350 Certification of Chief Financial Officer             |
| 101.INS                   | XBRL Instance Document  |
| 101.SCH                   | XBRL Taxonomy Schema  |
| 101.CAL                   | XBRL Taxonomy Calculation Linkbase                                |
| 101.DEF                   | XBRL Taxonomy Definition Linkbase                                 |
| 101.LAB                   | XBRL Taxonomy Label Linkbase                                      |
| 101.PRE                   | XBRL Taxonomy Presentation Linkbase                               |

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

**CONSOLIDATED WATER CO. LTD.**

By: /s/ Frederick W. McTaggart  
Frederick W. McTaggart  
Chief Executive Officer  
(Principal Executive Officer)

By: /s/ David W. Sasnett  
David W. Sasnett  
Executive Vice President & Chief Financial Officer  
(Principal Financial and Accounting Officer)

Date: May 10, 2013