

#	Utility Name	Year	MWH/Customer	Bundled Total Sales MWh	Bundled Total Customers	Operating Rev per Customer	Operating Rev per kWh	Net Oper Rev per Customer	Net Oper Rev per kWh	Wage w/o OT	Wage w/ OT	O & M Excl Fuel and PP per cust	O & M Excl Fuel and PP per kWh
	Peer Group												
	2014 avg		23.71	35,150,708	1,467,576	\$ 2,937.99	\$ 0.1339	\$ 1,801.35	\$ 0.0808			\$ 768.13	\$ 0.0348
	2013 avg		23.82	34,993,373	1,457,593	\$ 2,855.44	\$ 0.1303	\$ 1,762.23	\$ 0.0794			\$ 776.94	\$ 0.0362
	2012 avg		23.90	34,859,718	1,448,298	\$ 2,739.95	\$ 0.1235	\$ 1,705.48	\$ 0.0761			\$ 645.19	\$ 0.0336
	2011 avg		24.21	35,132,893	1,441,568	\$ 2,709.53	\$ 0.1206	\$ 1,644.05	\$ 0.0726			\$ 736.25	\$ 0.0332
	2010 avg		24.28	35,074,420	1,434,261	\$ 2,717.21	\$ 0.1212	\$ 1,613.81	\$ 0.0726			\$ 735.26	\$ 0.0338
	2009 avg		23.49	33,930,322	1,432,864	\$ 2,558.56	\$ 0.1160	\$ 1,501.66	\$ 0.0688			\$ 663.20	\$ 0.0312
	2008 avg		24.66	35,448,858	1,427,367	\$ 2,623.00	\$ 0.1136	\$ 1,391.57	\$ 0.0609			\$ 641.00	\$ 0.0287
	Overall avg - 10 US peers		24.01	34,941,470	1,444,218	\$ 2,734.53	\$ 0.1227	\$ 1,631.45	\$ 0.0730			\$ 709.43	\$ 0.0331
	Overall avg - all 74 US utilities		25.52	22,762,030	892,060	\$ 2,931.71	\$ 0.1091	\$ 1,706	\$ 0.0644			\$ 762.76	\$ 0.0292
	PREPA	2014	11.90	17,348,400	1,458,331	\$ 3,169	\$ 0.2664	\$ 1,035	\$ 0.0870	\$ 60,276	\$ 66,002	\$ 474.20	\$ 0.0399
	PREPA	2013	12.08	17,792,500	1,472,717	\$ 3,203	\$ 0.2651	\$ 1,037	\$ 0.0858	\$ 58,028	\$ 64,527	\$ 517.28	\$ 0.0428
	PREPA	2012	12.36	18,319,400	1,481,736	\$ 3,349	\$ 0.2709	\$ 962	\$ 0.0778	\$ 58,543	\$ 67,089	\$ 536.44	\$ 0.0434
	PREPA	2011	12.71	18,751,400	1,475,196	\$ 3,320	\$ 0.2612	\$ 1,018	\$ 0.0801	\$ 55,997	\$ 63,160	\$ 500.99	\$ 0.0405
	PREPA	2010	12.88	18,984,000	1,473,522	\$ 2,842	\$ 0.2206	\$ 984	\$ 0.0764	\$ 53,471	\$ 62,170	\$ 508.09	\$ 0.0394
	PREPA	2009	12.78	18,704,000	1,463,858	\$ 2,527	\$ 0.1978	\$ 945	\$ 0.0739	\$ 50,049	\$ 54,737	\$ 495.92	\$ 0.0388
	PREPA	2008	13.10	19,039,600	1,452,945	\$ 3,169	\$ 0.2418	\$ 1,031	\$ 0.0787	\$ 55,237	\$ 61,608	\$ 573.09	\$ 0.0437
	PREPA	2014	12.55	18,419,900	1,468,329	\$ 3,082	\$ 0.2462	\$ 1,001	\$ 0.0799		\$ 62,756	\$ 515.14	\$ 0.0412
	Virgin Islands Water and Power Authority (US)	2014	11.67	641,034	54,917	\$ 5,851	\$ 0.5012	\$ 1,636	\$ 0.1401			\$ 1359.52	\$ 0.1165
	Virgin Islands Water and Power Authority (US)	2013	12.47	680,540	54,571	\$ 6,214	\$ 0.4983	\$ 1,800	\$ 0.1444			\$ 1359.41	\$ 0.1090
	Virgin Islands Water and Power Authority (US)	2012	13.25	723,918	54,653	\$ 6,072	\$ 0.4584	\$ 1,627	\$ 0.1228			\$ 1242.71	\$ 0.0938
	Virgin Islands Water and Power Authority (US)	2011	13.77	755,800	54,905	\$ 5,111	\$ 0.3713	\$ 1,478	\$ 0.1073			\$ 1172.51	\$ 0.0852
	Virgin Islands Water and Power Authority (US)	2010	13.80	754,792	54,693	\$ 4,654	\$ 0.3372	\$ 1,456	\$ 0.1055			\$ 1073.05	\$ 0.0778
	Virgin Islands Water and Power Authority (US)	2009	13.37	724,277	54,176	\$ 4,969	\$ 0.3717	\$ 1,382	\$ 0.1034			\$ 1020.90	\$ 0.0764
	Virgin Islands Water and Power Authority (US)	2008	14.20	766,758	54,005	\$ 4,961	\$ 0.3494	\$ 1,360	\$ 0.0958			\$ 926.66	\$ 0.0653
	Virgin Islands Water and Power Authority (US)	2014	13.22	721,017	54,560	\$ 5,405	\$ 0.4125	\$ 1,534	\$ 0.1170			\$ 1164.96	\$ 0.0891
	Bermuda Electric Light Company	2014	16.12	577,400	35,816	\$ 6,556	\$ 0.4067	\$ 2,878	\$ 0.1785				
	Bermuda Electric Light Company	2013	16.38	586,704	35,816	\$ 6,676	\$ 0.4075	\$ 2,872	\$ 0.1753				
	Bermuda Electric Light Company	2012	16.95	606,346	35,770	\$ 6,975	\$ 0.4115	\$ 2,960	\$ 0.1746				
	Bermuda Electric Light Company	2011	18.14	650,571	35,862	\$ 6,401	\$ 0.3529	\$ 2,625	\$ 0.1447				
	Bermuda Electric Light Company	2010	18.32	656,083	35,816	\$ 6,340	\$ 0.3461	\$ 2,943	\$ 0.1606				
	Bermuda Electric Light Company	2009	18.01	644,954	35,816	\$ 6,777	\$ 0.3763	\$ 3,486	\$ 0.1936				
	Bermuda Electric Light Company	2008	17.98	643,821	35,816	\$ 5,435	\$ 0.3023	\$ 1,459	\$ 0.0812				
	BELCO	2014	16.52	633,020	38,940	\$ 6,392	\$ 0.3895	\$ 2,635	\$ 0.1585				
	Jamaica Public Service	2014	5.06	3,069,688	606,654	\$ 1,812	\$ 0.3581	\$ 611	\$ 0.1207			\$ 236.16	\$ 0.0467
	Jamaica Public Service	2013	5.26	3,133,966	595,762	\$ 1,916	\$ 0.3643	\$ 611	\$ 0.1161			\$ 266.68	\$ 0.0507
	Jamaica Public Service	2011	5.59	3,215,990	575,762	\$ 2,003	\$ 0.3586	\$ 673	\$ 0.1205			\$ 293.84	\$ 0.0526
	Jamaica Public Service	2010	5.58	3,187,488	570,801	\$ 1,651	\$ 0.2957	\$ 638	\$ 0.1143			\$ 268.13	\$ 0.0480
	Jamaica Public Service	2009	5.48	3,203,878	584,218	\$ 1,358	\$ 0.2477	\$ 561	\$ 0.1023			\$ 219.29	\$ 0.0400
	Jamaica Public Service	2008	5.40	3,179,078	589,162	\$ 1,677	\$ 0.3108	\$ 564	\$ 0.1046			\$ 267.40	\$ 0.0496
	JPS (2009-2013)	2014	5.40	3,165,015	587,060	\$ 1,736	\$ 0.3225	\$ 610	\$ 0.1131			\$ 258.58	\$ 0.0479
	Belize	2014	5.87	483,894	82,440	\$ 5,634	\$ 0.9599	\$ 4,811	\$ 0.8365				
	Belize	2013	5.75	462,169	80,363	\$ 4,811	\$ 0.8365	\$ 4,811	\$ 0.8365				
	Belize	2011	5.44	428,490	78,727	\$ 4,833	\$ 0.8880	\$ 4,946	\$ 0.8940				
	Belize	2010	5.53	426,233	77,046	\$ 4,939	\$ 0.8940	\$ 4,939	\$ 0.8940				
	Belize	2009	5.48	406,985	74,217	\$ 4,825	\$ 0.8605	\$ 4,825	\$ 0.8605				
	Belize	2008	5.60	437,524.17	78,056.00	\$ 4,825	\$ 0.8605	\$ 4,825	\$ 0.8605				
	HEI (2009-2013 Avg)	2014	21.84	8245224	377601	\$ 4,494	\$ 0.2798	\$ 1585.80	\$ 0.0728			\$ 1,009.71	\$ 0.0463
	HEI (2009-2013 Avg)	2013	20.82	7934639	381190	\$ 4,975	\$ 0.3209	\$ 1,705.85	\$ 0.0820			\$ 1,047.88	\$ 0.0503
	HEI (2009-2013 Avg)	2012	21.26	8061167	379097	\$ 5,333	\$ 0.3295	\$ 1,673.09	\$ 0.0787			\$ 1,040.44	\$ 0.0489
	HEI (2009-2013 Avg)	2011	22.11	8,345,883	377,441	\$ 5,179	\$ 0.3052	\$ 1,569.17	\$ 0.0710			\$ 1,002.24	\$ 0.0453
	HEI (2009-2013 Avg)	2010	22.32	8,387,012	375,846	\$ 3,856	\$ 0.2405	\$ 1,510.90	\$ 0.0677			\$ 1,007.10	\$ 0.0451
	HEI (2009-2013 Avg)	2009	22.69	8,497,418	374,431	\$ 3,129	\$ 0.2027	\$ 1,470.01	\$ 0.0648			\$ 950.90	\$ 0.0419