

# 03 Business management aims at “establishing that is sustainable and has growth potential.”

## Bureau management

The Osaka Municipal Waterworks Bureau works to secure water sources, improve water service facilities, implement measures against disasters and various other activities with the aim of “establishing a next-generation waterworks system that is sustainable and has growth potential at the same time, appropriate for the big city of Osaka.”

**Features of Bureau business management**  
The Bureau employs an independent accounting system, in which nearly all the necessary costs for its business operation are financed through the collection of water fees.

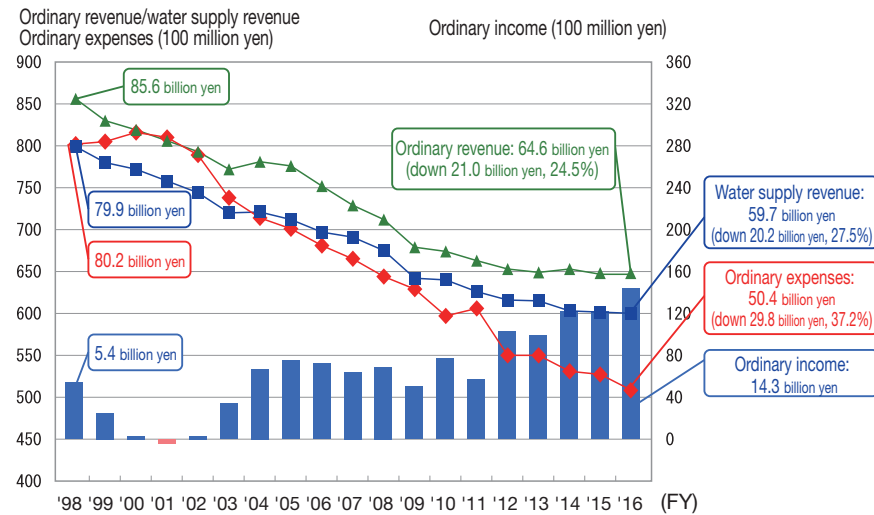
**Features of water rates in Osaka City**  
The water rates in Osaka City are based on a progressive system, i.e., higher rates are charged for increased consumption brackets. This enables the Bureau to charge relatively low rates for households and other low-volume users.

For a household using 20 m<sup>3</sup> per month, the water rate of Osaka City is the lowest among the major cities in Japan.

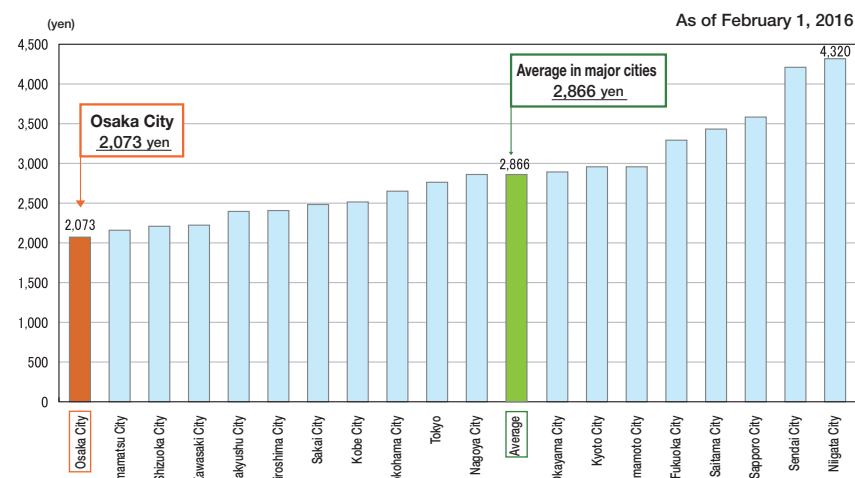


### Current state of business management

While there has been a decrease in water supply revenue as a result of a shrinking water demand, the Bureau has been working on the further reduction of operating expenses and endeavoring to maintain management surplus and tariff levels.



### Comparison of water rates for ordinary households (assuming the use of 20 m<sup>3</sup> per month)



**Notes**  
(1) The graph compares the water rate of Osaka City with those of other designated cities and Tokyo. Chiba City and Sagami-hara City are excluded because water is supplied to most areas of these cities by prefectural waterworks.  
(2) Rates are claimed together with the sewer use charges.  
(3) The amounts include consumption tax and local consumption tax equivalent.  
(4) Rates for a caliber of 20 mm apply to cities with rates calculated according to the caliber.

## a next-generation waterworks system

### The Osaka Municipal Waterworks Management Strategy (2018-2027)

Toward the goal of “establishing a next-generation waterworks system that is sustainable and has growth potential at the same time, appropriate for the big city of Osaka” in a severe business environment, the Osaka Municipal Waterworks Bureau promotes the four strategic management initiatives below, including the enhancement of risk management to ensure safety of citizens and customers and the enhancement of resource management to contribute to domestic and overseas businesses and the environment.

### Four strategic management initiatives

#### 1. Enhance “risk management” to ensure safety of citizens and customers

- Promote earthquake proofing of pipe lines
- Make water purification/distribution plants earthquake-resistant
- Enhance BCP (business continuity plans)
- Implement measures to mitigate or prevent accidents

#### 3. Enhance “resource management” to contribute to domestic and overseas businesses and the environment

- Promote broad-area cooperation
- Make use of experience-based training centers
- Promote overseas contributions and overseas water businesses
- Promote businesses based on public-private cooperation
- Promote environmental measures

#### 2. Enhance “organizational and business management” to create new value

- Improve customer services
- Promote two-way communications with customers
- Enhance organizational capabilities through human resources development and handing down of technologies
- Innovate waterworks through introduction of new technologies
- Enhance public governance

#### 4. Enhance “work and financial management” to ensure sustainability

- Promote asset management
- Improve staff productivity
- Reduce corporate debts
- Cut non-personnel expenses
- Secure income