

SOCIETATEA APA CANAL S.A. GALATI  
SERV. CONTABILITATE SI ANALIZA ECONOMICA  
Nr. 20201 / 110/24.04. 2025.

Vizat,  
DIRECTOR GENERAL  
Ing. AUREL CONDERACHE



CATRE,  
CONSILIUL de ADMINISTRATIE  
ADUNAREA GENERALA a ACTIONARILOR  
ASOCIATIA de DEZVOLTARE INTERCOMUNITARA  
A.M.E.P.I.P.

**Ref:Indicatorii de performanta pentru Administratorii neexecutivi, stabiliti pentru anul 2025**

Indicatorii de performanta se stabilesc si se monitorizeaza lunar (Indicatorii financiari, Indicatorii operationali, Indicatorii orientati catre servicii publice), respectiv anual / lunar (Indicatorii privind responsabilitatile specifice guvernantei corporative).

La **31 MARTIE 2025**, situatia indicatorilor de performanta se prezinta astfel:

| Nr. crt.                             | Categorie              | DENUMIRE INDICATOR                                                 | UM | Descriere                                                                                                     | Nivel aprobat | Pondere | 31 martie 2025 |                    |
|--------------------------------------|------------------------|--------------------------------------------------------------------|----|---------------------------------------------------------------------------------------------------------------|---------------|---------|----------------|--------------------|
|                                      |                        |                                                                    |    |                                                                                                               |               | %       | Realizat       | Stadiu indeplinire |
|                                      |                        |                                                                    |    |                                                                                                               |               |         |                |                    |
| INDICATORI FINANCIARI DE PERFORMANTA |                        |                                                                    |    |                                                                                                               |               |         |                |                    |
| 1                                    | Politica de investitii | RATA CHELTUIELILOR DE CAPITAL (CapEx)                              | %  | $RCC = \frac{\text{Cheltuieli de capital}}{\text{Total active}}$                                              | min.18%       | 10%     | 0.41%          | neindeplinit       |
| 2                                    | Finantare              | RATA LICHIDITATII CURENTE (RLC)                                    | nr | $RLC = \frac{\text{Active curente (circulante)}}{\text{Datorii curente}}$                                     | min.2         | 10%     | 6.42           | indeplinit         |
| 3                                    | Finantare              | LICHIDITATEA IMEDIATA (Test Acid)                                  | nr | $\text{Test Acid} = \frac{\text{Active curente (circulante)} - \text{Stocuri}}{\text{Datorii curente}}$       | min.1         | 10%     | 6.35           | indeplinit         |
| 4                                    | Operatiuni             | VITEZA DE ROTATIE A CREANTELOR COMERCIALE (RT) (Cont 411 fara TVA) | nr | $RT = \frac{\text{Cifra de afaceri neta}}{(\text{Creante comerciale}(T0)+\text{Creante comerciale}(T1)) / 2}$ | min.4         | 10%     | 1.73           | proportional       |
| 5                                    | Rentabilitate          | RATA DE CRESTERE A CIFREI DE AFACERI NETE (RCCA)                   | %  | $RCCA = \frac{\text{CA neta (curenta)} - \text{CA neta (anterior)}}{\text{CA neta anterior}}$                 | min.5%        | 10%     | 5.59%          | indeplinit         |

| INDICATORI NEFINANCIARI |                           |                                                                 |            |                                                                                                                                                                               |          |      |        |              |
|-------------------------|---------------------------|-----------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|--------|--------------|
| 6                       | Mediu                     | CONSUMUL DE ENERGIE                                             | kwh/<br>mc | Cons.specif.en.el = $\frac{\text{Cant.en.el.activitate apa (kwh)}}{\text{Apa facturata (mc)}}$                                                                                | max.1,78 | 10%  | 1.76   | indeplinit   |
| 7                       | Referitor la<br>clienti   | RATA DE RETENTIE A CLIENTILOR                                   | %          | Rata retentie clienti (T0) = $\frac{\text{Nr.clienti(T0)} - \text{Nr.clienti noi(T0)}}{\text{Nr.clienti(T-1)}}$                                                               | min.85%  | 20%  | 99.42% | indeplinit   |
| 8                       | Referitor la<br>clienti   | SCORUL SATISFACTIEI<br>CLIENTILOR                               | %          | Scor satisfactie clienti (T0) = $\frac{\text{Total nr.evaluari de 4 si 5 (T0)}}{\text{Total nr.evaluari (T-1)}}$                                                              | min.50%  |      | 55.17% | indeplinit   |
| 9                       | Referitor la<br>angajati  | NUMARUL MEDIU DE ORE DE<br>FORMARE PER ANGAJAT (Nh)             | nr         | Nh = $\frac{\text{Total nr ore de formare (T0)}}{\text{Total nr angajati (T0)}}$                                                                                              | min.50   |      | 1.51   | proportional |
| 10                      | Guvernanta<br>corporativa | NUMARUL DE REUNIUNI ALE<br>CONSILIULUI DE ADMINISTRATIE         | nr         | Numarul sedintelor Consiliului de Administratie sustinute de-a lungul anului                                                                                                  | min.12   | 20%  | 3      | proportional |
| 11                      | Guvernanta<br>corporativa | IMBUNATATIREA COMUNICARII<br>CU AUTORITATEA PUBLICA<br>TUTELARA | zile       | Comunicarea Hotararilor Consiliului de Administratie in max. 10 zile lucratoare de la adoptare catre Asociataia de Dezvoltare Intercomunitara "Serviciul Regional Apa Galati" | max.10   |      | da     | indeplinit   |
|                         |                           | TOTAL                                                           |            |                                                                                                                                                                               |          | 100% |        |              |

DIRECTOR TEHNIC PRODUCTIE,  
ing. Liviu Cristea



SEF S.C.A.E.,  
ec. Iulia Mirica



DIRECTOR ECONOMIC,  
ec. Viviana Tanu



Intocmit,  
ec. Elena Sgrumala



**Indicatorii de performanta pentru Administratorii neexecutivi, stabiliti pentru anul 2025**

**PERIOADA: 01.01.2025-31.03.2025**

**INDICATORI FINANCIARI DE PERFORMANTA**

|          |                                                        |                                                                                                       |                     |                                                                  |
|----------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------|
| <b>1</b> | <b>RATA CHELTUIELILOR DE CAPITAL (CapEx) - min.18%</b> |                                                                                                       |                     |                                                                  |
|          | <i>Perioada</i>                                        | <i>Cheltuieli de capital<br/>(RD404-fonduri<br/>proprii, conf<br/>Ord.651/24,<br/>MO187/04.03.25)</i> | <i>Total active</i> | $RCC = \frac{\text{Cheltuieli de capital}}{\text{Total active}}$ |
|          | Trim.I.2025                                            | 3,976,490                                                                                             | 963,968,456         | 0.41%                                                            |

|          |                                                |                                        |                        |                                                                           |
|----------|------------------------------------------------|----------------------------------------|------------------------|---------------------------------------------------------------------------|
| <b>2</b> | <b>RATA LICHIDITATII CURENTE (RLC) - min.2</b> |                                        |                        |                                                                           |
|          | <i>Perioada</i>                                | <i>Active curente<br/>(circulante)</i> | <i>Datorii curente</i> | $RLC = \frac{\text{Active curente (circulante)}}{\text{Datorii curente}}$ |
|          | Trim.I.2025                                    | 187,157,458                            | 29,172,963             | 6.42                                                                      |

|   |                                           |                                |           |                 |                                                                                                  |
|---|-------------------------------------------|--------------------------------|-----------|-----------------|--------------------------------------------------------------------------------------------------|
| 3 | LICHIDITATEA IMEDIATA (Test Acid) - min.1 |                                |           |                 |                                                                                                  |
|   | Perioada                                  | Active curente<br>(circulante) | Stocuri   | Datorii curente | Test Acid = $\frac{\text{Active curente (circulante)} - \text{Stocuri}}{\text{Datorii curente}}$ |
|   | Trim.I.2025                               | 187,157,458                    | 1,884,537 | 29,172,963      | 6.35                                                                                             |

|   |                                                                            |            |                                |                                 |                                                                                                                 |
|---|----------------------------------------------------------------------------|------------|--------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------|
| 4 | VITEZA DE ROTATIE A CREANTELOR COMERCIALE (RT) (Cont 411 fara TVA) - min.4 |            |                                |                                 |                                                                                                                 |
|   | Perioada                                                                   | CA neta    | Cr. Com. Ct.411<br>SD.(Dec'24) | Cr. Com. Ct.411<br>SD.(Mart'25) | $RT = \frac{\text{Cifra de afaceri neta}}{(\text{Creante comerciale}(T0) + \text{Creante comerciale}(T1)) / 2}$ |
|   | Trim.I.2025                                                                | 51,690,780 | 34,976,569                     | 30,213,233                      | 1.73                                                                                                            |
|   |                                                                            |            | 32,088,595                     | 27,718,562                      |                                                                                                                 |

|          |                                                                  |                          |                          |                                                                                               |
|----------|------------------------------------------------------------------|--------------------------|--------------------------|-----------------------------------------------------------------------------------------------|
| <b>5</b> | <b>RATA DE CRESTERE A CIFREI DE AFACERI NETE (RCCA) - min.5%</b> |                          |                          |                                                                                               |
|          | <i>Perioada</i>                                                  | <i>CA neta (Mart'25)</i> | <i>CA neta (Mart'24)</i> | $RCCA = \frac{\text{CA neta (curenta)} - \text{CA neta (anterior)}}{\text{CA neta anterior}}$ |
|          | Trim.I.2025                                                      | 51,690,780               | 48,955,166               | 5.59%                                                                                         |

**INDICATORI NEFINANCIARI**

|          |                                             |                                      |                      |                                                                                                       |
|----------|---------------------------------------------|--------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------|
| <b>6</b> | <b>CONSUMUL DE ENERGIE - max.1,78kwh/mc</b> |                                      |                      |                                                                                                       |
|          | <i>Perioada</i>                             | <i>Cant.en.el activitate<br/>apa</i> | <i>Apa facturata</i> | $\text{Cons.specif.en.el} = \frac{\text{Cant.en.el.activitate apa (kwh)}}{\text{Apa facturata (mc)}}$ |
|          | Trim.I.2025                                 | 5,539,439                            | 3,152,254            | 1.76                                                                                                  |



|          |                                                |                            |                                |                           |                                                                                                              |
|----------|------------------------------------------------|----------------------------|--------------------------------|---------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>7</b> | <b>RATA DE RETENTIE A CLIENTILOR - min.85%</b> |                            |                                |                           |                                                                                                              |
|          | <i>Perioada</i>                                | <i>Nr.clienti(Mart'25)</i> | <i>Nr.clienti noi(Mart'25)</i> | <i>Nr.clienti(Dec'24)</i> | <i>Rata retentie clienti (T0) = <math>\frac{Nr.clienti(T0) - Nr.clienti noi(T0)}{Nr.clienti(T-1)}</math></i> |
|          | Trim.I.2025                                    | 142,412                    | 1,690                          | 141,550                   | 99.42%                                                                                                       |

|          |                                                 |                                          |                                    |                                                                                                                      |
|----------|-------------------------------------------------|------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>8</b> | <b>SCORUL SATISFACTIEI CLIENTILOR - min.50%</b> |                                          |                                    |                                                                                                                      |
|          | <i>Perioada</i>                                 | <i>Total nr. eval de 4 si 5(Mart'25)</i> | <i>Total nr. evaluari (Dec'24)</i> | <i>Scor satisfactie clienti (T0) = <math>\frac{Total nr.evaluari de 4 si 5 (T0)}{Total nr.evaluari (T-1)}</math></i> |
|          | Trim.I.2025                                     | 32                                       | 58                                 | 55.17%                                                                                                               |

|          |                                                                  |                                         |                                    |                                                                                      |
|----------|------------------------------------------------------------------|-----------------------------------------|------------------------------------|--------------------------------------------------------------------------------------|
| <b>9</b> | <b>NUMARUL MEDIU DE ORE DE FORMARE PER ANGAJAT (Nh) - min.50</b> |                                         |                                    |                                                                                      |
|          | <i>Perioada</i>                                                  | <i>Total nr ore de formare(Mart'25)</i> | <i>Total nr angajati (Mart'25)</i> | <i>Nh = <math>\frac{Total nr ore de formare (T0)}{Total nr angajati (T0)}</math></i> |
|          | Trim.I.2025                                                      | 1,718                                   | 1,135                              | 1.51                                                                                 |

|           |                                                                      |                                                                                     |  |
|-----------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------|--|
| <b>10</b> | <b>NUMARUL DE REUNIUNI ALE CONSILIULUI DE ADMINISTRATIE - min.12</b> |                                                                                     |  |
|           | <i>Perioada</i>                                                      | <i>Numarul sedintelor Consiliului de Administratie sustinute de-a lungul anului</i> |  |
|           | Trim.I.2025                                                          | 3                                                                                   |  |

|           |                                                                               |                                                                                                                                                                                      |
|-----------|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>11</b> | <b>IMBUNATATIREA COMUNICARII CU AUTORITATEA PUBLICA TUTELARA - max.10zile</b> |                                                                                                                                                                                      |
|           | <i>Perioada</i>                                                               | <i>Comunicarea Hotararilor Consiliului de Administratie in max. 10 zile lucratoare de la adoptare catre Asociataia de Dezvoltare Intercomunitara "Serviciul Regional Apa Galati"</i> |
|           | Trim.I.2025                                                                   | DA                                                                                                                                                                                   |

**DIRECTOR GENERAL**  
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**DIRECTOR TEHNIC PRODUCTIE**  
Ing. LIVIU CRISTEA

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Ec. IULIA MIRICA

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