

Value / defined

California Water Service Group 2011 Annual Report

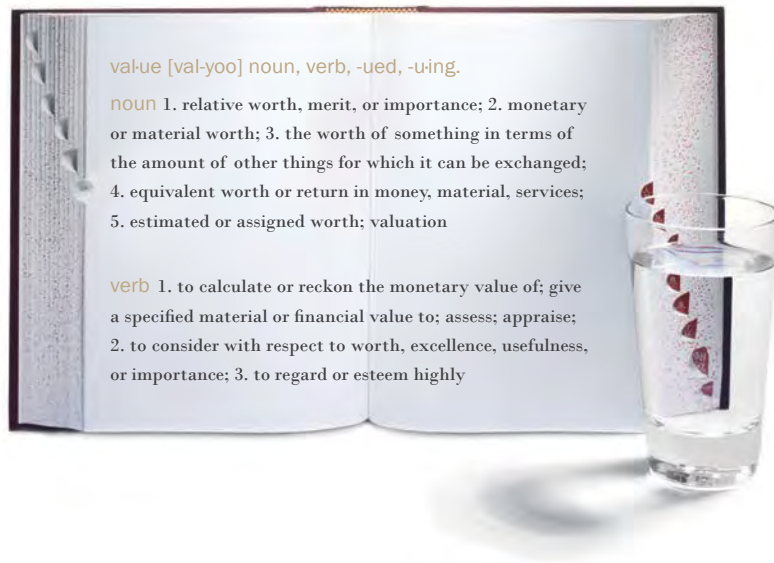
WATER  
INDUSTRY

Charter

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California Water Service Group (NYSE: CWT) is the third largest investor-owned water utility in the United States, providing high-quality water utility services to approximately two million people in more than 100 communities through six subsidiaries: California Water Service Company (Cal Water), Hawaii Water Service Company, Inc. (Hawaii Water), New Mexico Water Service Company (New Mexico Water), Washington Water Service Company (Washington Water), CWS Utility Services (CWSUS), and HWS Utility Services (HWSUS). Cal Water, Hawaii Water, New Mexico Water, and Washington Water provide regulated water and wastewater utility services, while CWSUS and HWSUS conduct the Company's non-regulated business, which includes providing billing, water quality testing, and water and wastewater system operations and management services to cities and other companies.



## Have you heard of “buzzword bingo”?

It’s a game that pokes fun of the common business practice of using technical, important-sounding words primarily to impress laypeople. Words like empowerment and leverage and bandwidth and mindshare. Most people don’t know what they mean, but they sound good. Think about it; everybody knows somebody who says things like, “At the end of the day, we need to break through the clutter and think outside the box in order to shift paradigms.” If your eyes just glazed over, you get the point.

So we at California Water Service Group wanted to check ourselves. We say that we are committed to providing value to our stockholders, our customers, and our employees, but what the heck does that mean? It turns out, the answer to that question depends upon whom you ask...



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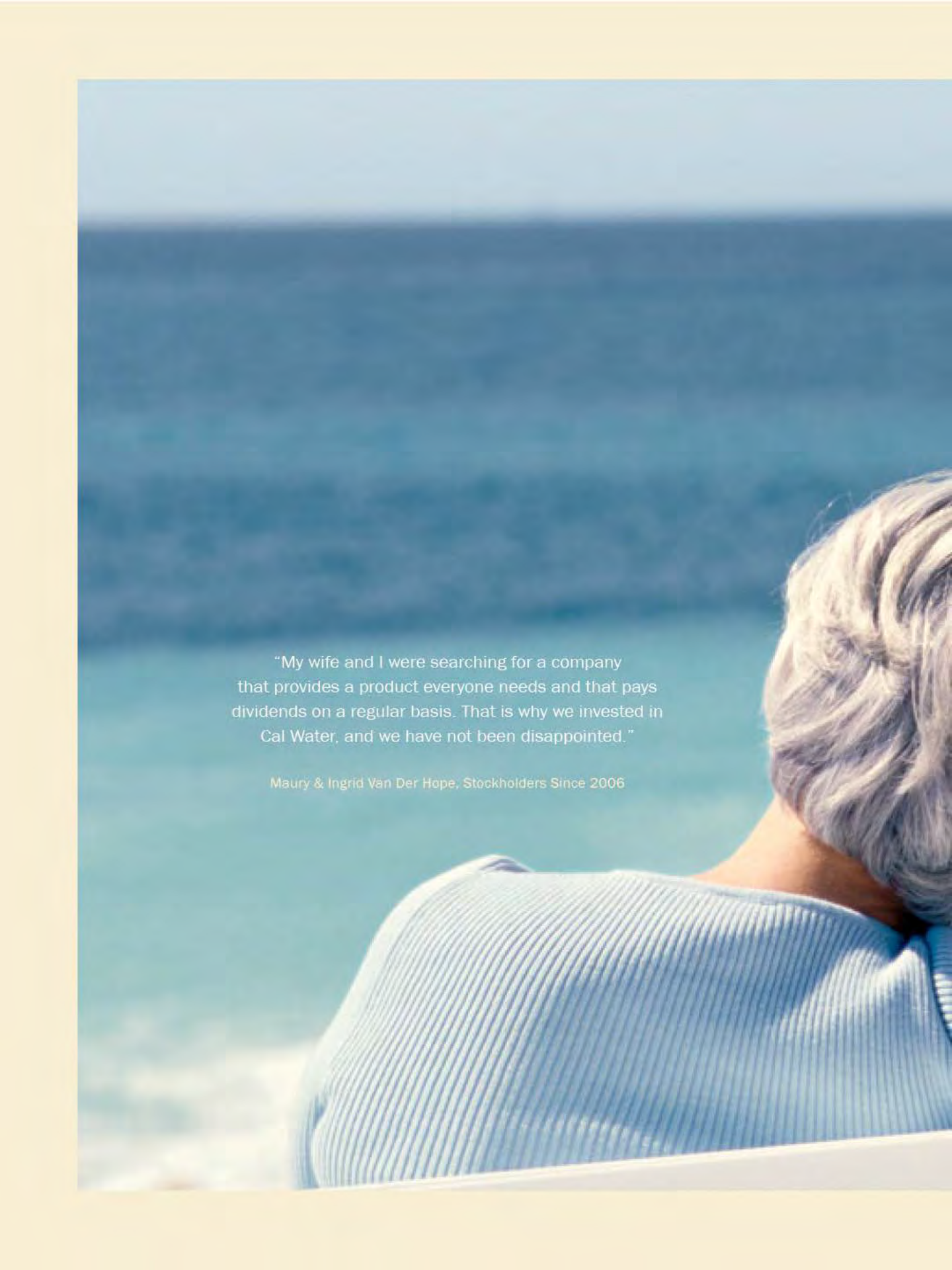


## *Value Means Consistency*

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For our stockholders, value means consistency.

Our stock isn't like Forrest Gump's proverbial box of chocolates ("you never know what you're going to get"). It's more like the dish you order every time you go to your favorite restaurant: You know exactly what you're going to get, and you know you're going to like it. The bottom line is, our stockholders don't want surprises. They want consistency in our financial performance, our approach to dividends, and our fiscal management. Short-term results are secondary to them; they want long-term performance. Do we deliver? The numbers speak for themselves. In 2011, we reported record revenues, increased our annual dividend for the 45th consecutive year, and increased our net utility plant by 6.7%. And, in 2011, our 20-year total return reached 598%.



“My wife and I were searching for a company that provides a product everyone needs and that pays dividends on a regular basis. That is why we invested in Cal Water, and we have not been disappointed.”

Maury & Ingrid Van Der Hope, Stockholders Since 2006






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## *Value Means Quality*

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For our customers, value means quality – quality water, quality infrastructure, and quality service. For us, protecting customer health and safety is our highest priority, and water quality is of utmost importance. In California, our largest subsidiary, we conducted nearly half a million water quality tests in 2011 and achieved 100% compliance with primary drinking water standards in all of our water systems. We also participated in the Partnership for Safe Water, an effort of the American Water Works Association and water utilities throughout the United States to enhance water quality in ways that may go beyond current standards. We invested \$111 million in our water systems to ensure their safety and reliability, and in late 2011, we were recognized by the City of Carson, California for the part our employees and water system played in putting out a fire that threatened a senior citizens' complex. On the service front, we continued to look for ways to improve the way we serve customers, in our Customer Centers, in the field, over the phone, and through our web site. Most recent survey results indicated that 96% of customer respondents rated California Water Service Company as “excellent,” “very good,” or “good.”



“Water is essential to my family’s well-being, and nothing is more important than quality.”

Jeanne Healey, Bayshore District Customer Since 1966





Official Letter  
**Opportunity**  
... of circumstances  
... able to do some

## *Value Means Opportunity*

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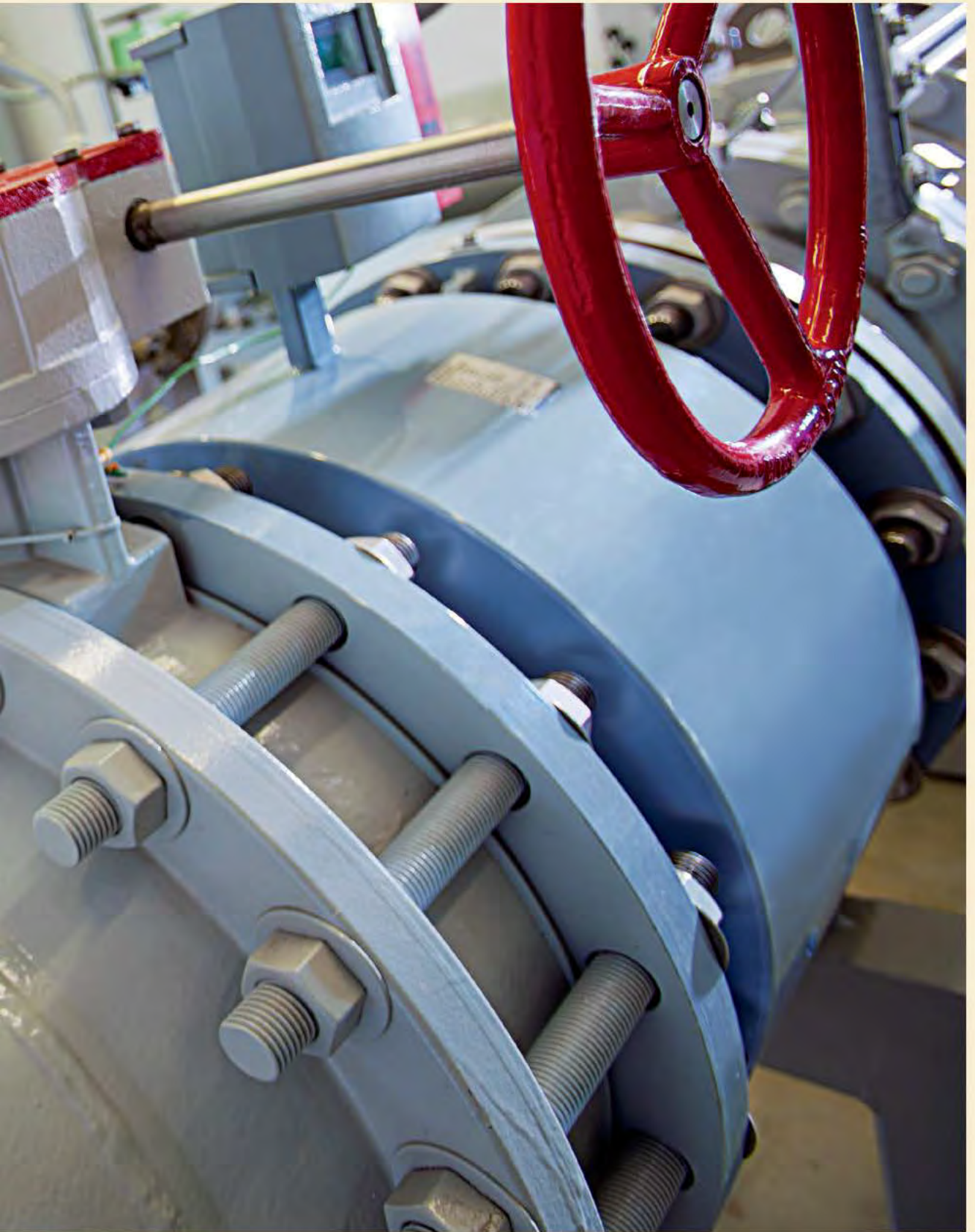
For our employees, value means having the opportunity to improve the quality of life in their communities. The slogan “to protect and serve” may be taken by our friends in law enforcement, but it’s our calling as well. Our employees get out of bed every day knowing that they have an essential job to do: They protect public health and safety by delivering a high-quality, reliable water supply. They know that their contributions matter; in fact, every one of them participates in continuous improvement teams focused on projects that improve efficiency or customer service. They know that they are encouraged to reach their highest potential by taking advantage of tuition reimbursement, certification, and professional development programs. And they know that they are valued (there’s that word again!), because they receive fair compensation and benefits and work in a healthy, safe, and respectful environment. Knowing all this makes them that much more dedicated to helping us achieve our goal of being *the* leader in providing customers and communities with traditional and innovative utility services.





"It means a lot to me to know that I am making a real difference in customers' lives. It's great to work for a company that contributes to the quality of life in our communities."

Neil Maggiora, Employee Since 2008





## Financial Highlights

<i>Year ended December 31</i>	2011	2010	2009	2008	2007
Market price at year-end	\$ 18.26	\$ 18.64	\$ 18.41	\$ 23.22	\$ 18.51
Book value per share	10.76	10.45	10.13	9.72	9.33
Earnings per share (diluted)	0.90	0.90	0.98	0.95	0.75
Dividend per share	0.615	0.595	0.590	0.585	0.580
Revenue*	501,814	460,399	449,372	410,312	367,082
Net income*	37,712	37,656	40,554	39,805	31,159

\*Dollars in thousands



## To *our* Stockholders

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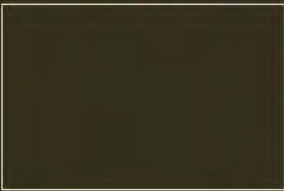
**“Value” means different things to different people, and to be successful, we need to know what matters most to those who matter most to us. Maybe we “can’t be all things to all people,” as the saying goes, but we must be everything that our stockholders, our customers, and our employees expect us to be. Because providing value to one – whether that means consistency, quality, or opportunity – enables us to provide value to the others.**



Peter C. Nelson  
President and  
Chief Executive Officer



Robert W. Foy  
Chairman of the Board



## Value to our Stockholders

**Solid Financial Performance** We predicted that we would have solid results in 2011, and we did. Highlights for the year include:

- Record revenues of \$501.8 million
- 67th consecutive annual dividend
- 45th consecutive annual dividend increase
- 20-year total return of 598%
- Net utility plant increase of 6.7%

In June 2011, we effected a two-for-one stock split to increase trading volume and put our stock within reach of more investors. We also sought to ensure the Company's financial stability and operational flexibility by issuing \$100 million in first mortgage bonds in late 2010 and expanding lines of credit to \$400 million in 2011, both at rates that will reduce borrowing costs over the long term.

However, we experienced a delay in collecting revenue and recorded only slight increases in net income and earnings per common share (so slight that they are lost in rounding). Frankly, we expected better results, given the fact that the 2009 General Rate Case (GRC) for all California districts became effective at the beginning of 2011. In addition to the delay in revenue collection, higher interest expenses, increases in benefits costs, and market volatility affecting the cash value of some of our assets impacted our performance.

Why the delay in revenue collection? According to Generally Accepted Accounting Principles (GAAP), balances that are not expected to be collected within two years must be deferred as revenue. Therefore, we deferred \$12.9 million in revenues from balances recorded in the Water Revenue Adjustment Mechanism (WRAM) account and Modified Cost Balancing Account (MCBA) that we anticipate we will be unable to collect within two years, along with \$10.5 million in costs associated with this revenue deferral. (As you may recall, the WRAM is a ratemaking mechanism that is intended to remove the disincentive for reducing sales through water conservation efforts by decoupling sales and revenues, and the MCBA is a balancing account that allows us to track and recover changes in water production costs.)

You might wonder why we didn't see this delay in collection coming. In fact, we did. In September 2010, we joined several other water utilities to request that the California Public Utilities Commission (Commission) allow us to collect these balances more quickly, as the electric and gas utility industries have done for decades, both to improve cash flow and allow the WRAM and MCBA revenue to be recognized in the current period. Although the Commission was scheduled to issue a decision on the matter prior to year-end, it had not done so when this report went to press. Assuming that the Commission does issue a decision authorizing the collection of the balances within the prescribed time frame, they will be added to revenue. We are hopeful that the situation will be resolved soon,



but regardless of how the Commission determines that WRAM and MCBA balances will be amortized, we are confident that the amounts tracked in these mechanisms will continue to be recoverable in customer rates.

As for 2012, our performance will be tied to our efforts at cost control. We expect to receive inflation-type rate increases at best in California in 2012 and 2013 due to the Commission's three-year rate case cycle, which provides the majority of the rate relief in year one, and interim, Commission-determined, inflation-type increases in years two and three. That means we must aggressively tighten our budgets in order to produce good financial results, and employees throughout the Company are focused on achieving this goal.

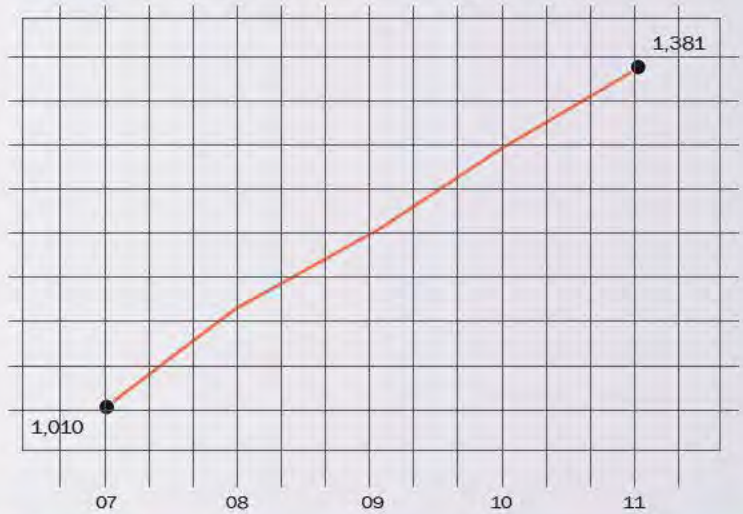
**Effective Management of Regulatory Matters** Looking ahead, it's clear that we need to overcome three challenges in order to continue to meet our stockholders' need for consistent financial performance. First, we need the Commission to address the issue of timely WRAM and MCBA balance collection. We are hopeful that this issue will be resolved favorably in the first half of 2012.

Second, we need the Commission to set rates based on realistic, updated sales forecasts. This would not only minimize future WRAM and MCBA balances, but also minimize the need for surcharges on customers' bills. Sales in California in 2010 and 2011 were well below those of prior years, but the Commission's rules do not allow us to adjust to this new reality until 2014. We must ensure that water rates reflect lower water use throughout the state, because many of the costs associated with providing water service are fixed and do not decrease when water usage decreases. We will seek realistic sales forecasts in our 2012 GRC and work with other water utilities to propose new mechanisms to address challenges in forecasting sales.

Third, we have an opportunity to submit our expenses and capital improvement proposals to the Commission in our 2012 GRC. We have three new Commissioners on the five-member California Public Utilities Commission, and the entire Commission is taking a hard look at safety in all utility operations in the wake of a major accident in the gas utility industry. For us, that's not the challenge; we have always put safety first, and we continually assess and address risks through an Enterprise Risk Management Program that involves professionals from finance, operations, and engineering working together in risk analysis and mitigation. Our challenge is continuing to make necessary investments in our infrastructure while keeping water rates affordable. It's a balancing act, and one that we take very seriously as we prepare to file our 2012 GRC in July. Part of the issue is a continuing need to educate the public on the value and relative low cost of having a clean, reliable water supply available at all times. Many people labor under the misconception that water should be free because it falls from the sky. We have worked to demonstrate that we do not provide water in its natural state; rather, we capture it, test it, treat it, and deliver it right to the customer's tap. We hope to get help from other water utilities in 2012 as we undertake a coordinated industry effort to publicize on a broader scale the value of water and the range of services we provide that are largely unseen by the general public.

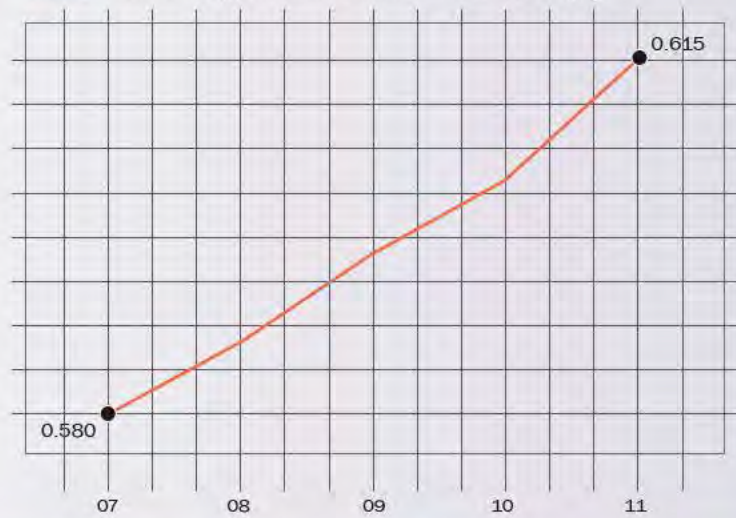
### Five-Year Net Utility Plant (Dollars in millions)

increase 1. to become greater in size, amount, degree, etc.: grow



## Five-Year Dividend Growth

steady 1. constant, regular, uniform, or continuous; not changing





**Diligent Infrastructure Investment** We invested \$111 million in capital projects in 2011 and plan to invest up to \$125 million in 2012. Our capital investment program is a critical factor in delivering consistent financial results to our stockholders, because our stockholders only earn a return on capital invested in infrastructure. Other costs of providing water service are collected from customers on a dollar-for-dollar basis.

## *Value to our Customers*

**Safe and Reliable Water Service** Our capital investment program is equally important to customers, because it enables us to provide a high-quality water supply safely and reliably. Safety is always our highest priority, and safety- and quality-related projects take precedence over all others.

In 2011, we completed construction of a four-million-gallon storage tank within an existing tank in our Westlake District. The existing reservoir was unstable due to ground movement and deterioration of its concrete. The project improved reliability and fire protection, and its innovative design earned a Merit Award for Engineering Excellence from the American Council of Engineering Companies and an award from the Ventura County Chapter of the American Public Works Association.

We also completed an automated telephone notification system that will enable us to contact customers quickly and efficiently at any time, which is especially important during a natural disaster or other emergency. The computer application utilizes our water system maps and customer information system, enabling our operations, communications, and water quality personnel to outline the affected area on a map on their computer screen, and with a few keystrokes, send a message to those customers to alert them of the situation.

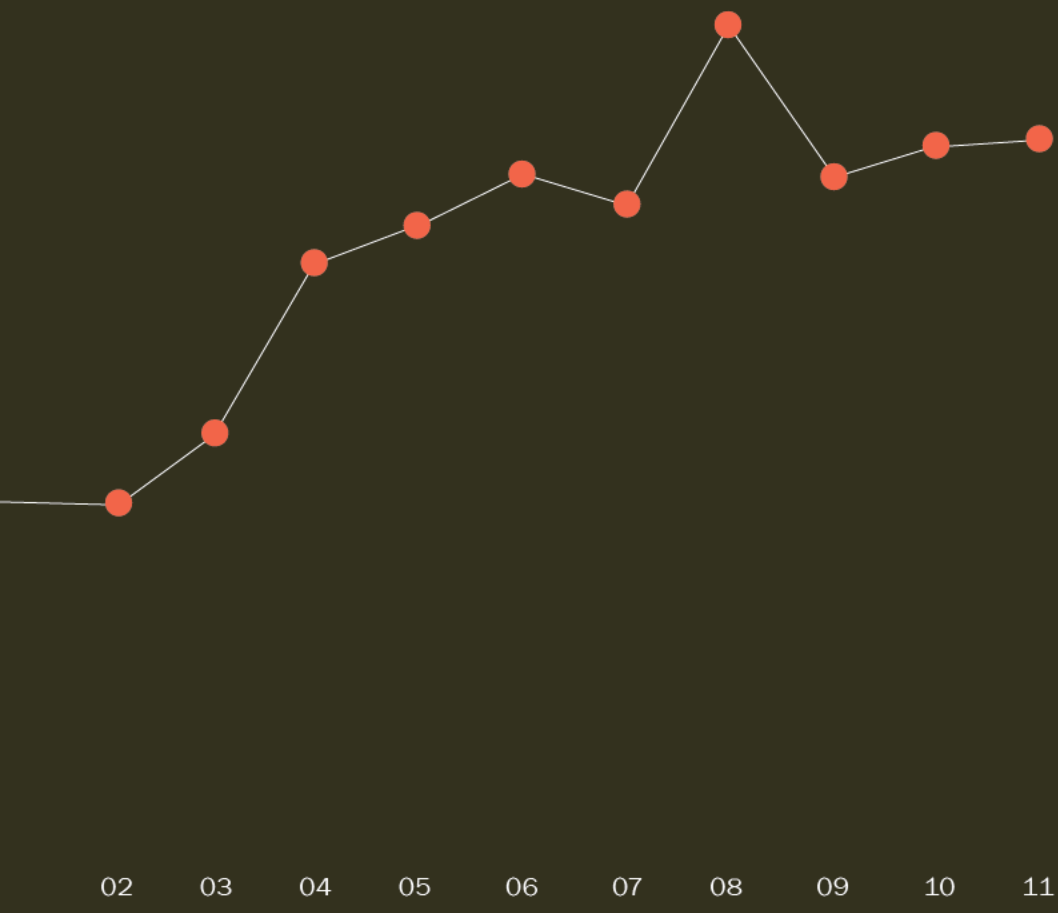
Other investments in safety include:

- Seismic retrofits on water storage tanks
- Purchase and installation of additional backup generators for use during power outages
- Systematic replacement of water mains, wells, pumps, motors, controls, and pressure vessels
- Upgrades to the computer system that enables us to monitor and control systems remotely
- Implementation of Best Management Practices for water tank overflows
- Review and revision of Emergency Response Plans for water and wastewater systems

In 2012, we expect to begin final design on the largest capital project in the Company's history: a major pipeline installation project on the Palos Verdes Peninsula in California that will improve safety and reliability for an entire community. The \$55-million project includes a three-million-gallon underground storage tank, pump station, 18,000 linear-feet of 30-inch pipeline, and 18,000 linear-feet of 24-inch pipeline. In 2011, we made great strides in gaining public support for the project. We are working to obtain all necessary permits and approvals to break ground in the first half of 2013.



CWT 20-Year Total Return on Investment  
(On stock purchased December 31, 1991, with dividends reinvested)





We will also complete our second state-of-the-art Membrane Bio-Reactor wastewater treatment plant in Hawaii in 2012. Located on the Big Island at the Waikoloa Beach Resort, the new plant will produce up to one million gallons of high-quality effluent per day that will be used for irrigation. This plant, together with our Pukalani plant on the island of Maui, earns us the distinction of producing the highest-quality effluent on the Islands.

On the water quality front, we continued our vigilant water quality assurance efforts. In addition to our ongoing treatment and testing programs and compliance with new and evolving regulations, we made significant improvements to our cross-connection control program, which essentially ensures that protective devices are installed where necessary to prevent anything on the customer's side of the meter from contaminating our water systems.

Data analysis and planning are critical to ensuring that we are prepared to meet new water quality standards. In 2011, Cal Water was honored to be selected by the Water Research Foundation as one of two water providers to participate in a national pilot study to assess the best treatment technology for chromium-6. We expect this major data collection and analysis project to be a key consideration for regulators as they contemplate setting a maximum contaminant level for the constituent. We are proud to have a part in such an important undertaking, and believe that it will put us ahead of the curve in meeting whatever standard is ultimately established to protect public health.

Another key to ensuring that we are prepared to meet new water quality standards is investing in necessary equipment for our state-certified water quality laboratory. In 2011, we added a new gas chromatograph-mass spectrophotometer-mass spectrophotometer (you read that right – two mass spectrophotometers!), which uses a dual-detection system in order to detect and identify constituents in the water at levels as low as two parts per trillion.

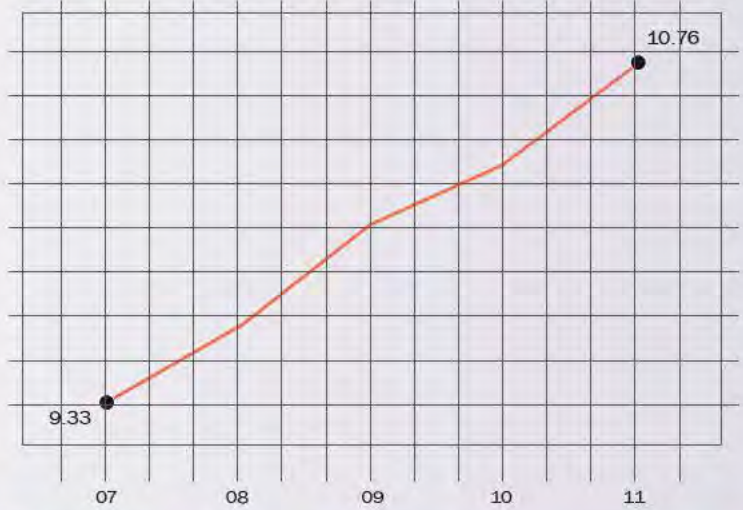
In 2012, we will continue to evaluate existing treatment plant performance and investigate new treatment technologies. We also have a task force that will be looking for ways to optimize water quality in the distribution system, including identifying opportunities to remove “dead-ends” in the system to improve circulation, repair system leaks that could affect water quality, modify pump operations to maintain steady system pressures, and make other improvements to ensure high quality from the water source to the customer's faucet.

**Responsive Customer Service** For us, quality isn't limited to our water and our infrastructure; it extends to our service as well. In order to provide quality service, we have to be responsive to customers and give them what they want. How do we know what they want? We ask. In 2011, we completed two survey projects that will be critical to ensuring that we are being responsive to changing customer expectations.

The first project took place in our Bakersfield District, where we have a lot of walk-in and phone traffic at our Customer Center. Our objective was to learn why customers were

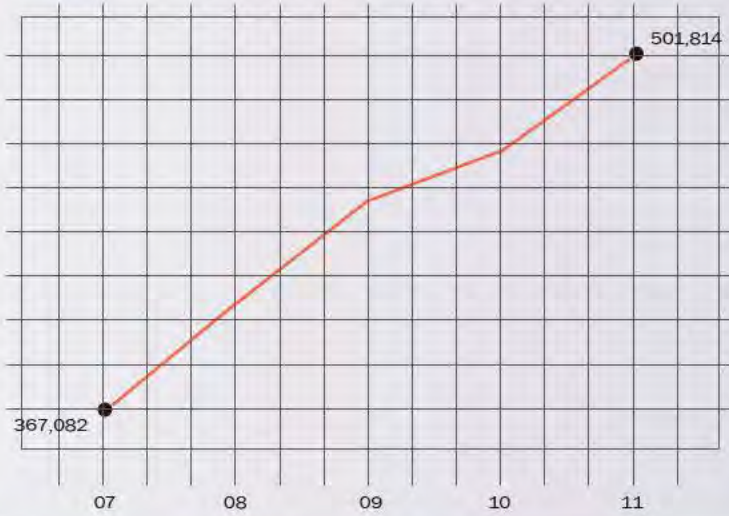
### Five-Year Book Value

progress 1. advance toward perfection or to a higher or better state



Five-Year Operating Revenue  
(Dollars in thousands)

upward 1. toward a higher place, position, degree, amount, etc.



contacting us and determine whether it would be possible to serve them better. Using surveys and focus groups, we explored the reasons why many customers come to pay their bills in person, and we found that many of them don't have bank accounts and need to pay in cash and get a receipt. We also assessed customer interest in alternative ways to pay their bills, such as smart phone applications and kiosks. In 2012, we will improve the way we serve customers by acting on what we learned.

The second project was a survey of California customers to determine what information they want to receive from us and how they want to receive it. We know that customers are increasingly involved in social media, and we wanted to learn if they would want to receive information about their water and water service via social media. We also assessed their use of traditional communication channels, such as bill inserts, to ensure that we are using our resources most effectively and efficiently. We look forward to using this data to improve our communication with customers in 2012.

In 2012, we will also be upgrading our web site, which was developed before we even offered online billing services. The upgraded site will be more customer-centric and will make it easier for customers to request service, pay bills, and find the information they want quickly.

**Respect for the Environment** The most effective way for us to make a positive impact on the environment continues to be through our water conservation efforts, and we believe we have one of (if not *the*) most robust water conservation programs in the industry. In addition to traditional rebates, education, and water-efficient device distribution, we offer an innovative and effective bathroom retrofit program. It includes direct installation of high-efficiency toilets, showerheads, and faucet aerators in participating customers' bathrooms. In 2011, we reached out and offered the program to low-income customers and others in six California districts: Bakersfield, Chico, Rancho Dominguez, Selma, Stockton, and Visalia. We completed nearly 3,200 bathroom retrofits, and the installed devices will save about 390 million gallons over their lifetime.

Another way we show our respect for the environment is through our districts' local activities. An example is a 2011 Earth Day event in our Rancho Dominguez District, where more than 50 employees volunteered to do a green makeover on two homes owned by a non-profit organization that provides transitional housing to girls aging out of the foster care system. The employee volunteers put in water-efficient landscaping, toilets, showerheads, and faucet aerators; installed an irrigation controller and high-efficiency sprinkler heads; replaced high-energy-using light bulbs with energy-efficient ones; and spruced up the properties using good old-fashioned elbow grease.

Another example is an employee team that worked together to invent and build a device to remove chlorine from water before it is discharged to creeks and other waterways in the event of a water storage tank overflow. Although the chlorine ensures that drinking water is free from bacteria that could be harmful to humans, the chlorine itself can be detrimental to fish and other wildlife. The device is the first of its kind, and Cal Water filed for its first-ever patent in late 2011.



## Value to our Employees

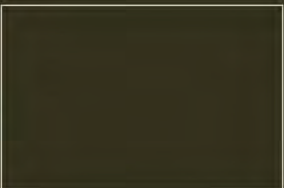
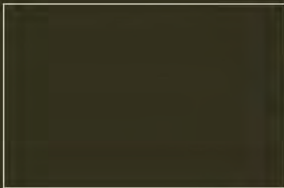
**Contributions through Continuous Improvement** Clearly, our employees are integral in providing value to stockholders and customers. One clear way that they contribute to our success is through our continuous improvement approach to the business. Through continuous improvement, employees take a leadership role in improving processes in order to increase efficiency or enhance customer service. And while employees are improving the way we do business, they are learning how to analyze data, make a solid business case, and present their findings and recommendations to their peers and Officer review teams.

**Opportunities for Professional Development** In addition to developing their skills by continuously improving service and efficiency, our employees are encouraged to take advantage of a variety of professional development opportunities, including a tuition reimbursement program, Company-sponsored classes to prepare for state certification examinations, and other job-specific seminars and classes. The goal is to help every employee reach his or her full potential. One prime example of an employee who made the most of the opportunities he was offered is Paul Ekstrom, who, during the course of his 40-year career, worked his way from an entry-level utility worker position to Vice President of Customer Service, Human Resources, and Information Technology. Paul is retiring in 2012, and we thank him for his many contributions to our success.

Effective May 1, 2012, David R. Karraker will assume the role of Vice President of Customer Service and Information Technology. Like Paul, Dave has a strong operational background, having joined the Company as a Maintenance Operator in 1974. Dave currently serves as Manager of our East Los Angeles District. Helen Del Grosso will succeed Paul as Vice President of Human Resources. Prior to joining Cal Water as Director of Human Resources in 2008, Helen held human resource management positions at the City of Palo Alto and Santa Clara County. We are confident that Dave and Helen will bring considerable value to our leadership team.

**A Change in Board Leadership – A Personal Note from Pete** After 35 years of distinguished service, Bob Foy will retire from his role as Chairman of the Board of Directors. His remarkable tenure will certainly be remembered not only for his tremendous leadership, but also for his well-deserved reputation as being the consummate gentleman. Bob has made an indelible mark on the water profession, the Company, and all the people who work here. He will be dearly missed. Yet, I am confident we will keep him engaged in the water business for years to come – he is simply too valuable for us to let him get away completely. The Board has indicated that it plans to have me succeed Bob as Chairman. His shoes will be difficult to fill, yet working so closely with him in partnership through the years will be an asset to me going forward.

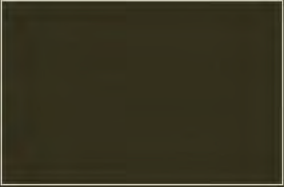
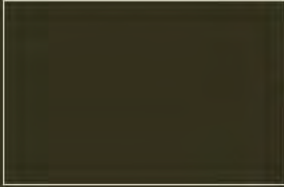
On behalf of both of us, I thank you for your continued confidence and investment in the Company and wish you the very best in the coming year.



Robert W. Foy  
Chairman of the Board  
*(right)*



Peter C. Nelson  
President and  
Chief Executive Officer



## Our Service Areas

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We serve nearly two million people in 100 communities in California, Washington, New Mexico, and Hawaii, and each of them is unique.

We serve moms whose highest priority is having confidence in the safety of the water. We serve factory managers whose highest priority is having enough water to manufacture their product and provide local jobs. We serve firefighters whose highest priority is having an uninterrupted water supply when needed to protect the public.

Sure, every customer is different. But no matter who they are, no matter what they do, no matter where they live, our customers value one thing above all else: quality. Quality water. Quality infrastructure. Quality service. And that's what we deliver.

## Hawaii Operations/Customer Centers



(Maui) Kā'anapali - (Hawaii) Waikoloa

Serving the communities of Kā'anapali, Pukalani, Waikoloa, North Kona Coast, and Kohala Coast on the islands of Maui and Hawaii.

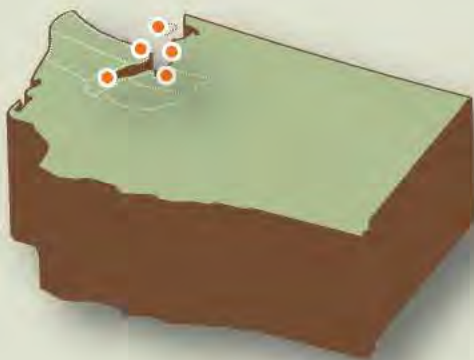
Regulated Customer Connections

4,200\* 2010

4,200\* 2011

\* Includes several large resorts and condominium complexes

## Washington Operations/Customer Centers



Olympia (S.W. Regional Office) -  
Gig Harbor (N.W. Regional Office and  
Customer Center) - Sequim - Issaquah -  
Orcas Island (Field Offices)

Serving more than 425 neighborhoods and small communities in the counties of Clallam, Jefferson, Kitsap, Mason, Pierce, King, San Juan, and Thurston.

Regulated Customer Connections

15,700 2010

15,700 2011



## California Districts

Antelope Valley - Bakersfield - Bayshore - Bear Gulch - Chico - Commerce - Dixon - Dominguez - East Los Angeles - Hawthorne - Hermosa-Redondo - Kern River Valley - King City - Livermore - Los Altos - Marysville - Oroville - Palos Verdes - Redwood Valley - Salinas - Selma - Stockton - Visalia - Westlake - Willows

### Customer Connections\*

470,200 2010

471,900 2011

\* Numbers include Hawthorne and Commerce lease agreements



## New Mexico Operations/ Customer Centers

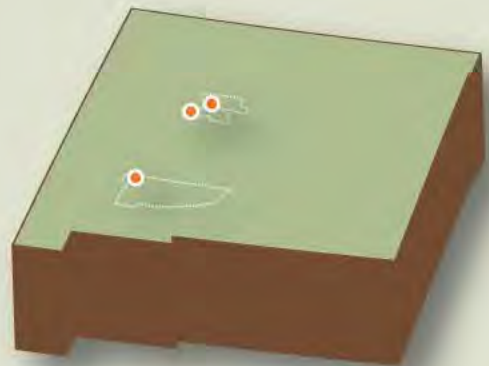
Elephant Butte - Belen - Cedar Crest

Serving the communities of Meadow Lake, Cypress Gardens, Rio Communities, Rio Del Oro, Elephant Butte, Sandia Knolls, and Cedar Crest in the counties of Sierra, Valencia, and Bernalillo.

### Regulated Customer Connections

7,800 2010

7,700 2011



## California Districts & Communities

	2011	2010
Antelope Valley • Fremont Valley, Lake Hughes, Lancaster & Leona Valley	1,400	1,400
Bakersfield	68,500	67,600
Bayshore • South San Francisco, Colma, Broadmoor, San Mateo & San Carlos	53,300	53,300
Bear Gulch • Atherton, Woodside, Portola Valley & a portion of Menlo Park	18,800	18,800
Chico • Hamilton City	28,000	27,900
Commerce (lease agreement)	1,200	1,200
Dixon	2,900	2,900
Dominguez • Carson & portions of Compton, Harbor City, Long Beach, Los Angeles County & Torrance	33,800	33,800
East Los Angeles • Portions of Montebello, Commerce, Monterey Park & Vernon	26,700	26,700
Hawthorne (lease agreement)	6,200	6,200
Hermosa-Redondo • Hermosa Beach, Redondo Beach & a portion of Torrance	26,600	26,600
Kern River Valley • Bodfish, Kernville, Lakeland, Mountain Shadows, Onyx, Squirrel Valley, South Lake & Wofford Heights	4,200	4,300
King City	2,600	2,500
Livermore	18,300	18,300
Los Altos • Portions of Cupertino, Los Altos Hills, Mountain View & Sunnyvale	18,800	18,700
Marysville	3,700	3,700
Oroville	3,600	3,600
Palos Verdes • Palos Verdes Estates, Rancho Palos Verdes, Rolling Hills & Rolling Hills Estates	24,100	24,100
Redwood Valley • Lucerne & portions of Duncans Mills, Guerneville, Dillon Beach, Noel Heights & Santa Rosa	1,900	2,000
Salinas	28,200	28,000
Selma	6,100	6,100
Stockton	42,800	42,800
Visalia	40,700	40,300
Westlake • Westlake Village & a portion of Thousand Oaks	7,100	7,000
Willows	2,400	2,400

## Eight-Year Financial Review

(Dollars in thousands, except common share and other data)

	2011	2010
<b>Summary of Operations</b>		
Operating revenue	\$501,814	\$460,399
Operating expenses	434,647	398,586
Interest expense, other income and expenses, net	29,455	24,157
Net income	\$37,712	\$37,656
<b>Common Share Data</b>		
Earnings per share-diluted	\$0.90	\$0.90
Dividend declared	0.615	0.595
Dividend payout ratio	68%	66%
Book value	\$10.76	\$10.45
Market price at year-end	18.26	18.64
Common shares outstanding at year-end (in thousands)	41,817	41,667
Return on average common stockholders' equity	8.5%	9.0%
Long-term debt interest coverage	3.11	3.59
<b>Balance Sheet Data</b>		
Net utility plant	\$ 1,381,119	\$1,294,297
Total assets	1,854,587	1,692,066
Long-term debt, including current portion	488,165	481,561
Capitalization ratios:		
Common stockholders' equity	48.0%	47.5%
Preferred stock	0.0%	0.0%
Long-term debt	52.0%	52.5%
<b>Other Data</b>		
Water production (million gallons)	120,353	121,942
Customers at year-end, including Hawthorne and Commerce	499,500	497,900
New customers added	1,600	3,200
Revenue per customer	\$1,005	\$925
Utility plant per customer	3,925	3,706
Employees at year-end	1,132	1,127

2009	2008	2007	2006	2005	2004
\$449,372	\$410,312	\$367,082	\$334,717	\$320,728	\$315,567
391,253	352,843	322,912	294,411	278,903	273,488
17,565	17,664	13,011	14,726	14,602	16,053
\$40,554	\$39,805	\$31,159	\$25,580	\$27,223	\$26,026
\$0.98	\$0.95	\$0.75	\$0.67	\$0.74	\$0.73
0.590	0.585	0.580	0.575	0.570	0.565
61%	62%	77%	86%	78%	77%
\$10.13	\$ 9.72	\$ 9.33	\$ 9.16	\$ 7.99	\$ 7.83
18.41	23.22	18.51	20.20	19.11	18.83
41,531	41,446	41,332	41,314	36,780	36,734
9.8%	10.2%	8.1%	8.2%	9.3%	9.8%
4.04	4.72	3.70	3.17	3.61	3.38
\$1,198,077	\$1,112,367	\$1,010,196	\$941,475	\$862,731	\$800,305
1,525,581	1,418,107	1,184,499	1,165,019	996,945	942,853
387,222	290,316	291,921	293,592	275,275	275,921
52.1%	58.1%	56.9%	56.0%	51.4%	50.8%
0.0%	0.0%	0.5%	0.5%	0.6%	0.6%
47.9%	41.9%	42.6%	43.5%	48.0%	48.6%
131,558	137,757	141,238	132,414	129,453	139,039
494,700	490,493	487,555	483,893	479,001	473,155
4,207	2,938	3,662	4,892	5,846	6,733
\$908	\$837	\$753	\$692	\$670	\$667
3,455	3,228	2,968	2,778	2,578	2,418
1,013	929	891	869	840	837



## Board of Directors



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**Peter C. Nelson**  
President and  
Chief Executive Officer

16 years served as a Board Member. Member of the Executive Committee.

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**Robert W. Foy**  
Chairman of the Board

35 years served as a Board Member. Member of the Executive Committee.

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**Douglas M. Brown**  
Dean, Anderson School of  
Management, University  
of New Mexico

11 years served as a Board Member. Member of the following Committees: Organization/Compensation, Audit, Executive, Finance/Risk Management.

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**Edwin A. Guiles**  
Former Executive Vice President  
of Corporate Development,  
Sempra Energy

4 years served as a Board Member. Member of the following Committees: Organization/Compensation, Finance/Risk Management, and Audit.

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**Bonnie G. Hill**  
President of  
B. Hill Enterprises, L.L.C.

9 years served as a Board Member. Member of the following Committees: Organization/Compensation and Nominating/Corporate Governance.

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**Richard P. Magnuson**  
Private Venture  
Capital Investor

16 years served as a Board Member. Member of the following Committees: Audit, Organization/Compensation, Executive, Finance/Risk Management, and Nominating/Corporate Governance.

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**Lester A. Snow**  
Former Director of  
the California Department  
of Water Resources

1 year served as a Board Member. Member of the Nominating/Corporate Governance Committee.

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**George A. Vera**  
Former Vice President and  
Chief Financial Officer,  
the David and Lucile Packard  
Foundation

14 years served as a Board Member. Member of the following Committees: Audit, Finance/Risk Management, and Nominating/Corporate Governance.

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**Thomas M. Krummel, M.D.**  
Professor and Chair, Surgery  
Department, Stanford University  
School of Medicine

2 years served as a Board Member. Member of the following Committees: Nominating/Corporate Governance and Finance/Risk Management.

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**Linda R. Meier**  
Member of the National Board  
of the Institute of International  
Education

18 years served as a Board Member. Member of the following Committees: Audit, Executive, Organization/Compensation, and Nominating/Corporate Governance.

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## Officers

### California Water Service Company

**Peter C. Nelson** 1, 2, 3  
President and Chief Executive Officer

**Paul G. Ekstrom**  
Vice President, Customer Service,  
Human Resources, and Information  
Technology

**Francis S. Ferraro** 2, 4  
Vice President, Corporate Development

**Robert R. Guzzetta** 2  
Vice President, Operations

**Martin A. Kropelnicki** 1, 2, 3  
Vice President, Chief Financial Officer  
and Treasurer

**Christine L. McFarlane** 3  
Vice President, Chief Administrative Officer

**Michael J. Rossi** 2, 3  
Vice President, Engineering  
and Water Quality

**Thomas F. Smegal III** 4  
Vice President, Regulatory Matters  
and Corporate Relations

**Calvin L. Breed** 1, 2, 3  
Controller, Assistant Secretary  
and Assistant Treasurer

**Lynne P. McGhee** 1, 2, 3  
Corporate Secretary

### Washington Water Service Company

**Michael P. Ireland**  
President

1 Holds the same position with  
California Water Service Group.

2 Also an officer of CWS Utility  
Services.

3 Also an officer of Washington Water  
Service Company, New Mexico Water  
Service Company, and Hawaii Water  
Service Company, Inc.

4 Holds the same position with New  
Mexico Water Service Company and  
Hawaii Water Service Company, Inc.

Stock Transfer, Dividend Disbursing, and Reinvestment Agent  
American Stock Transfer & Trust Company  
59 Maiden Lane  
New York, NY 10038  
(800) 937-5449

#### To Transfer Stock

A change of ownership of shares (such as when stock is sold or gifted or when owners are deleted from or added to stock certificates) requires a transfer of stock. To transfer stock, the owner must complete the assignment on the back of the certificate and sign it exactly as his or her name appears on the front. This signature must be guaranteed by an eligible guarantor institution (banks, stock brokers, savings and loan associations, and credit unions with membership in approved signature medallion programs) pursuant to SEC Rule 17Ad-15. A notary's acknowledgement is not acceptable. This certificate should then be sent to American Stock Transfer & Trust Company, by registered or certified mail with complete transfer instructions. Alternatively, the Direct Registration System can be utilized, which allows electronic share transactions between your broker or dealer and American Stock Transfer & Trust Company.

Bond Registrar  
US Bank Trust, N.A.  
One California Street  
San Francisco, CA 94111-5402  
(415) 273-4580

#### Annual Meeting

The Annual Meeting of Stockholders will be held on Tuesday, May 22, 2012, at 9:30 a.m. at the Company's Executive Office, located at 1720 North First Street in San Jose, California. Details of the business to be transacted during the meeting will be contained in the proxy material, which will be mailed to stockholders on or about April 13, 2012.

#### Anticipated Dividend Dates For 2012

Quarter	Declaration	Record Date	Payment Date
First	January 25	February 6	February 17
Second	April 25	May 7	May 18
Third	July 25	August 6	August 17
Fourth	October 31	November 12	November 23

#### Annual Report For 2011 On Form 10-K

A copy of the Company's report for 2011 filed with the Securities and Exchange Commission (SEC) on Form 10-K will be available in April 2012 and can be obtained by any stockholder at no charge upon written request to the address below. The Company's filings with the SEC can be viewed via the link to the SEC's EDGAR system on the Company's web site.

#### Executive Office and Stockholder Information

California Water Service Group  
Attn: Stockholder Relations  
1720 North First Street  
San Jose, CA 95112-4598  
(408) 367-8200 or (800) 750-8200  
<http://www.calwatergroup.com>



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NYSE: CWT