



5 years, 5 pledges

Our business plan for
2020 to 2025



'Talk on Water' – listening to our customers

- Three iterative phases, each informing the next
- New and independent research partners
- Creating solutions in partnership
- Customer-friendly consultation documents
- Reaching vulnerable customers through foodbanks
- Staying in touch with participants
- Engaging, informing and educating



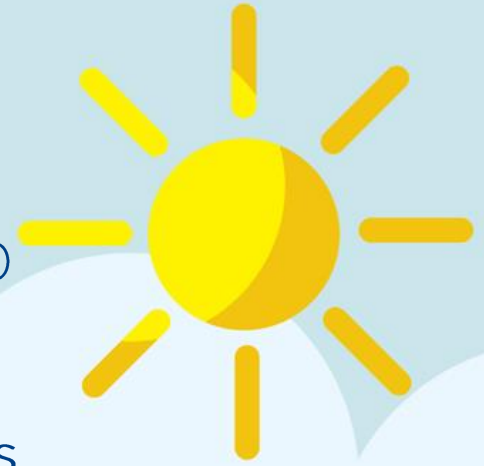
Our plan is built on strong industry performance and we are introducing stretching targets

- Further reducing interruptions and burst mains
- Reducing our comparatively low leakage levels by 15%
- Investing in and enhancing resilience in the round
- Maintaining lowest levels of bad debt
- Doubling the current numbers on our social tariff
- Protecting and enhancing the environment
- Delivering the benefits of the CommunityMark accreditation



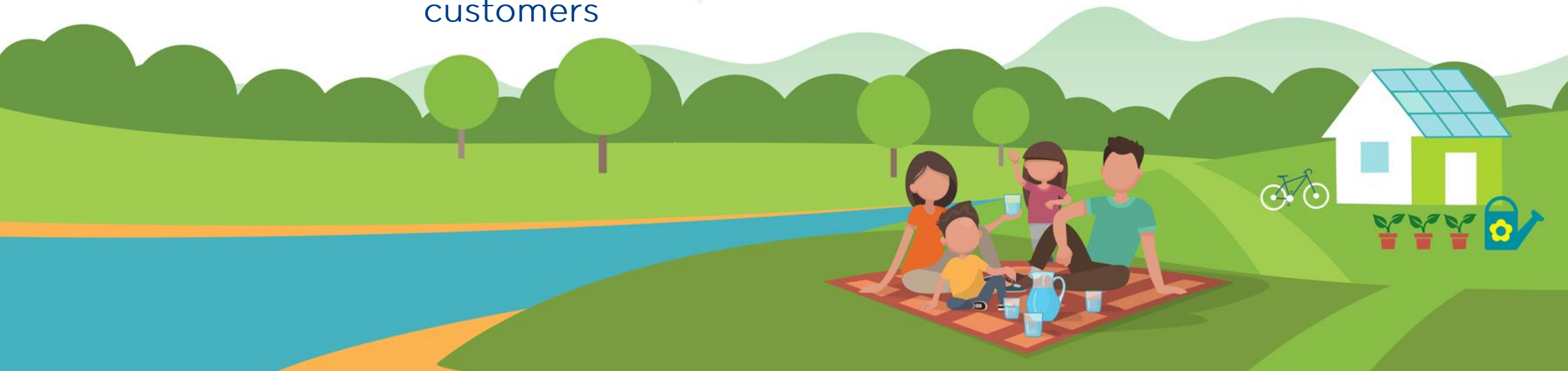
And we are doing all of this for lower bills

- £13 bill reduction on average – 6%
- £126 million of capital investment – more than £400 per household
- We are making £21 million (7%) of efficiency savings
- Our customers are prepared to pay a little more to be served by a small local company
- Meeting our statutory requirement to soften water
- Our borrowing is efficient



Our plan has been fully assured

- Our Customer Scrutiny Panel agrees that we have carried out a **high quality engagement** programme and the results have been reflected in our plan
- Independent assurance of the plan's accuracy and confirmation of the focus placed on **service to customers**



We are committed to addressing water sector legitimacy concerns and improving our transparency

- Reducing our gearing level
- Being clear about our performance and the level and timing of dividends
- Linking our executive pay more strongly to delivering for our customers
- Being transparent about how customers are contributing to the social tariff

