



United Utilities Water Limited  
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30 October 2019

**BY EMAIL ONLY**

Emma Kelso  
Senior Director, Markets and Enforcement  
Ofwat  
Centre City Tower  
7 Hill Street  
Birmingham B5 4UA

Dear Emma

**Re: Incumbent water companies and the development of effective markets**

Thank you for your letter of 16 September 2019 regarding the effective engagement of companies in the operation and development of markets in the sector. We have reviewed the letter and I enclose our response which sets out in detail some of the contributions we believe we have made, are making and want to make to support market based approaches in the sector. We have also previously responded to Rachel Fletcher's letter of 28 May 2019.

I trust that these responses will be helpful in supporting your assessment of companies' approaches to competition in the sector. However, if there are any further details that you require then please do let me know and we would of course be pleased to engage on this.

We have provided two versions of our response and supporting materials. Where the filename states "FOR PUBLICATION" then we give consent for the documents to be published. These documents have been reviewed for confidentiality issues and necessary redactions have been applied in order to make them suitable for release into the public domain.

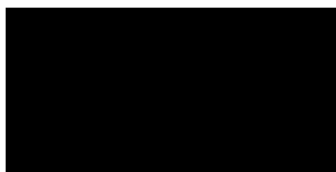
Where the filename states "NOT FOR PUBLICATION" then these documents contain information that has been redacted for confidentiality reasons. Documents marked "NOT FOR PUBLICATION" are provided solely for Ofwat's use and should not be published or provided to any third party. Providing information in this way has allowed UU to provide a more complete response to assist Ofwat's review.

We have provided a schedule explaining the nature and basis of the redactions that have been applied. Typically, this reasoning includes data protection of customers' details and names alongside commercially sensitive information. We have also removed individual employee names from all documents, except where the information is already in the public domain or where the individual is a senior, public facing employee who could reasonably expect the company to place their details into the public domain.

United Utilities Water Limited  
Registered in England & Wales No. 2366678  
Registered Office: Haweswater House,  
Lingley Mere Business Park, Lingley Green Avenue,  
Great Sankey, Warrington, WA5 3LP

Finally, and as noted in the response, if there are any particular areas where Ofwat believes that UU could, or should, be doing better or where it has observed issues that we should investigate and address, then I would of course be keen to hear about them. Whilst we are making what I think are substantial and far reaching efforts across a wide range of issues, I am of course conscious that sometimes things may not work fully as intended and there may be times when we need to provide additional focus on resolving certain issues to align with sector priorities. Where this is the case, we would want to be made aware of this so that we can consider how to put things right.

Yours sincerely



Steve Mogford  
Chief Executive

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