

# Our business at a glance

## Overview

We provide essential water and wastewater services to around eight million people across the North West of England, and we are one of only three listed water companies in England and Wales.

The vast majority of our activities sit within our regulated business. The regulatory model for UK water sets revenue over five-year periods, giving a high degree of clarity and certainty over future income.

We have accepted the final determination for the 2025–30 period (AMP8), and we also plan for the very long term.

The regulatory framework offers incentives for companies that outperform through the delivery of customer and environmental outcomes, and achieve strong cost control and efficient financing.

We have consistently been one of the strongest performers in the industry against the regulatory framework. Our strong track record and sustainability credentials, alongside predictable earnings, long-term investment drivers, and robust financial resilience, all position us very well for long-term success.



## Strong track record (up to 2025)

We have consistently earned regulatory outperformance and we maintain a robust balance sheet with low gearing, investment-grade credit ratings, and a fully-funded low dependency defined benefit pension scheme.

**Gearing comfortably within our target range for the last 15 years**

**55–65%**

**Investment grade credit ratings**

Moody's Baa1

Fitch A-

S&P BBB+

for UUU senior unsecured debt

**AMP7 annual asset base (RCV) growth**

**5.2%**

compound annual growth rate (CAGR)

**Regulatory outperformance**

**£129m**

AMP7 net ODI rewards

**6.1%**

AMP7 return on regulated equity (RoRE)

## Five-year AMP8 plan (2025 to 2030)

With the next five years representing the biggest investment in water and wastewater infrastructure in over 100 years, we are entering a new period of high growth and will be delivering significant improvements for customers, communities and the environment.

**Gearing target retained without the need for recourse to equity**

**55–65%**

**Credit rating targets**

Moody's Baa1

Fitch A-

S&P BBB+

for UUU senior unsecured debt

**AMP8 asset base growth higher**

**c.7%**

expected CAGR based on final determination

**Dividend policy unchanged**

**+CPIH**

Continuing to grow each year in line with CPIH inflation, having risen at least in line with inflation since the start of AMP5

## Longer-term opportunities (after 2030)

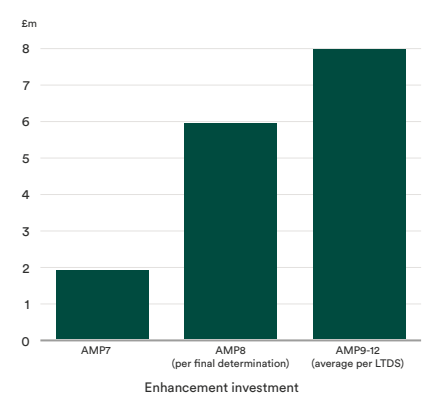
### Adaptive planning

Our business is very long term by nature and we plan ahead for 25+ years, looking at consumption and climate forecasts out to 2080. We use adaptive planning to ensure we are prepared to respond to risks and opportunities that may arise far into the future, and our AMP8 plans were set in the context of a long-term delivery strategy (LTDS) out to 2050.

Read more at [pr24.unitedutilities.com/pdfs/UUW12\\_Long\\_Term\\_Delivery\\_Strategy.pdf](https://pr24.unitedutilities.com/pdfs/UUW12_Long_Term_Delivery_Strategy.pdf)

### Investment drivers

The higher investment need is not unique to AMP8; it is driven by a number of long-term regulatory and environmental drivers. This includes the Environment Act 2021, tightening environmental standards, the renewal and replacement of ageing infrastructure, long-term resource management, climate change resilience, and net zero targets. As shown in the chart, our LTDS anticipates that high levels of enhancement investment will need to be sustained out to 2050 (the end of AMP12).



## Our purpose is to provide great water for a **stronger**, **greener** and **healthier** North West

Both our purpose and strategic priorities demonstrate our progressive approach to sustainability and clear alignment to ESG.

### Strategic priorities

#### Greener



Improve our rivers



Create a greener future

#### Healthier



Deliver great service for all our customers



Provide a safe and great place to work

#### Stronger



Spend customers' money wisely



Contribute to our communities

### 39%

reduction in spills delivered since 2020, having accelerated work to go further and faster on this important step change

### 4-star

in the EA's latest assessment for 2023, and 4-star or 3-star in every year to date

### 100%

renewable electricity

### Rewarded

against C-MeX measure of customer satisfaction in every year of AMP7, and top performer of the listed companies

### 414,000

households supported with affordability since 2020

### 87%

colleague engagement score

### >99%

capital programme delivery incentive (CDPi) score, demonstrating strong efficiency as well as high quality

### Top quartile

across a range of trusted investor ESG indices

### £21.6m

community investment since 2020

### >60%

targeted reduction in spills in the decade to 2030

### 30%

targeted reduction in pollution incidents

### >£250m

investment in rainwater management and climate resilience

### 30,000

homes will have lead pipes replaced

### 1 in 6

households to get affordability support

### 40%

targeted reduction in internal sewer flooding

### Largest ever

investment delivering a step change

### 30,000

jobs supported

### County-level

plans delivering what matters most to each community in the North West

### 10 spills or less

on average per overflow, targeted by 2050

### Net zero

across all three emissions scopes targeted by 2050, and activities to avoid or reduce GHG emissions or remove and store GHG from the atmosphere

### Lead pipes

targeted to be eliminated across the North West by 2070

### 50% female

executives targeted by 2050, as part of our bold ambitions for long-term equity, diversity and inclusion

### Leakage

across our network targeted to be halved by 2050

### 75% meter

penetration targeted by 2045, helping to reduce water consumption to a targeted maximum of 110 litres per person per day by 2050