

Our business at a glance

We provide essential water and wastewater services to around **eight million people** across the **North West of England**.

We have consistently been one of the strongest performers against the regulatory framework in the UK water industry.

Our strong track record and sustainability credentials, alongside predictable earnings, long-term investment drivers, and robust financial resilience, position us very well for long-term success.

We are one of only three listed water companies in the United Kingdom. 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.



Our performance in 2026

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.

£1.5bn
capex

Delivering the first year of our five-year plan, contributing to 7.5% RCV growth

£2.6bn
revenue

With an underlying operating profit of £1,060 million

13.0%
return

The regulatory return is made up of the base return, outperformance and inflation

60%
gearing

Gearing is within the target range of 55–65%

Our five-year plan to 2030

With asset management period 8 (AMP8) representing the biggest investment in water and wastewater infrastructure in over 100 years, we have entered a new period of high growth and will be delivering significant improvements for customers, communities and the environment.

c. £11.5bn
capex

Cumulative capital expenditure for the five-year period

10–11% return

The regulatory return generated is based on actual regulatory equity, calculated using average actual gearing, applied to RCV

c. 10% CAGR

Asset base compound annual growth rate

Fully equity funded

A strong balance sheet to maintain financial resilience

Longer-term opportunities (after 2030)

Higher investment needs in the sector are expected to persist beyond AMP8; they are driven by a number of long-term regulatory and environmental drivers. These include:

- tightening environmental standards;
- the renewal and replacement of ageing infrastructure;
- long-term resource management and industrial development; and
- climate change resilience, and net-zero targets.

Our dividend policy remains unchanged, growing in line with CPIH

Our core activities

1

Water resources: sustainably sourcing water

We source raw water from lakes, rivers, boreholes and, mainly, open reservoirs. We manage over 56,000 hectares of land, mainly around these reservoirs to protect raw water quality.

2

Water network and treatment: supplying treated water 24/7

We treat water at 96 treatment works, store it in covered reservoirs, and distribute via 43,000 kilometres of pipes – longer than the circumference of the Earth. We deliver 1.8 billion litres of safe, clean drinking water to around 8 million people and businesses each day.

5

Customer services

We provide household customer services, including meter reading, billing, account management, and water-efficiency support. We offer multiple contact channels such as phone, social media, and online live chat, so customers can reach us in the way that suits them. We also involve customers in improving the experience, including bill design. Our affordability support is sector leading, and our Priority Services offering assists customers who would benefit from extra support.

4

Bioresources: generating renewable energy

Sludge is a by-product of the wastewater treatment process. It is transported to our bioresources treatment facilities, which use digestion technologies to safely and compliantly treat more than 200,000 dry tonnes of sewage sludge each year. The digestion treatment process produces biogas, to generate renewable energy, and biosolids, used as a local fertiliser.

3

Wastewater network and treatment: cleaning and returning wastewater

We collect wastewater from homes and businesses via our wastewater network, 54% of which also carries rainwater. Over 79,000 kilometres of pipes take flows to 583 treatment works, where water is treated to a high standard and returned to the environment so the water cycle can begin again.