



Because the North West matters:

Our business plan highlights

2020-2025



Our plan sets out our ambition to cut bills, improve services, provide more help to those that need it and safeguard water supplies for generations to come.

In preparing this plan, we reached 1.7m people through our engagement campaign and asked over 140,000 customers and stakeholders across the region for their views on what was most important to them.

From face-to-face consultations to online surveys and feedback, from discussion of options with a panel of 7,700 customers to engagement via social media, we sought to gain a more comprehensive understanding of your expectations than ever before to shape our proposed business plan.

Your feedback was very clear. You told us you wanted lower bills, improved services - including extra support for those customers in vulnerable circumstances - and a commitment to continue to protect the environment of the region.

We propose to cut bills and expect average bills in 2025 to be lower in real terms than in 2010.

We plan to deliver higher standards of service; improve safeguards against major extremes of weather; and deliver innovative solutions whilst investing sensibly for long term customer benefit.

Our aim is to be the best water and sewage company in the UK and we will achieve this by providing a great service to customers and communities, at the lowest sustainable cost and in a responsible manner.

We have already made great progress towards this aim. We are receiving our highest ever customer satisfaction scores, achieving 4 star industry leading environmental performance and delivering significant cost efficiencies.

From 2020, we will launch a new commitment called 'CommUnity Share' which means that if our dividends are much higher than expected, we will share the benefits with customers and communities across the North West through a 'CommUnity Dividend' - delivering further bill reductions, more financial assistance for customers or community grants.

At a time when many households are still feeling the financial strain, we believe our business plan strikes the right balance between improving affordability and investing responsibly.

We are proud to serve 3 million households and 200,000 businesses across the North West, providing 1.7 billion litres of clean water every day whilst safeguarding 1,300km of coastline and 7,000km of rivers. We take our responsibilities seriously, providing great service to customers and communities across the region whilst protecting the environment and creating long-term value for all of our stakeholders. Because to us, the North West matters.

Thank you for all your feedback. We're excited about this next chapter, and can't wait to get started.

Steve Mogford. Chief Executive

What our plan means



10.5% reduction in average bills in real terms



Lower bills to help move 250,000 customers out of water poverty



Major investment in water supply network for customers in Manchester and the Pennines



15% reduction in leakage

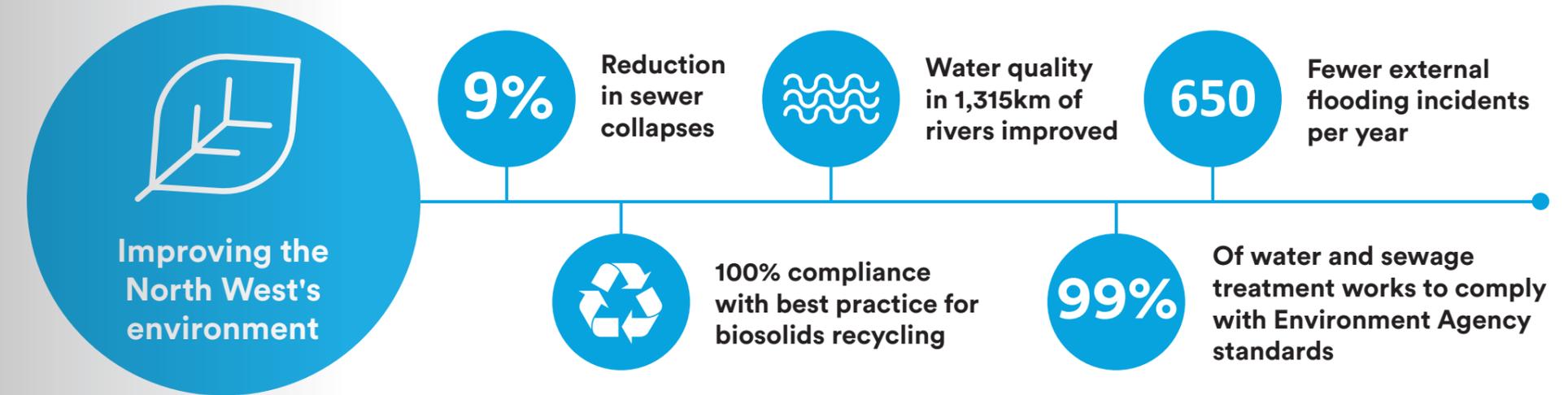
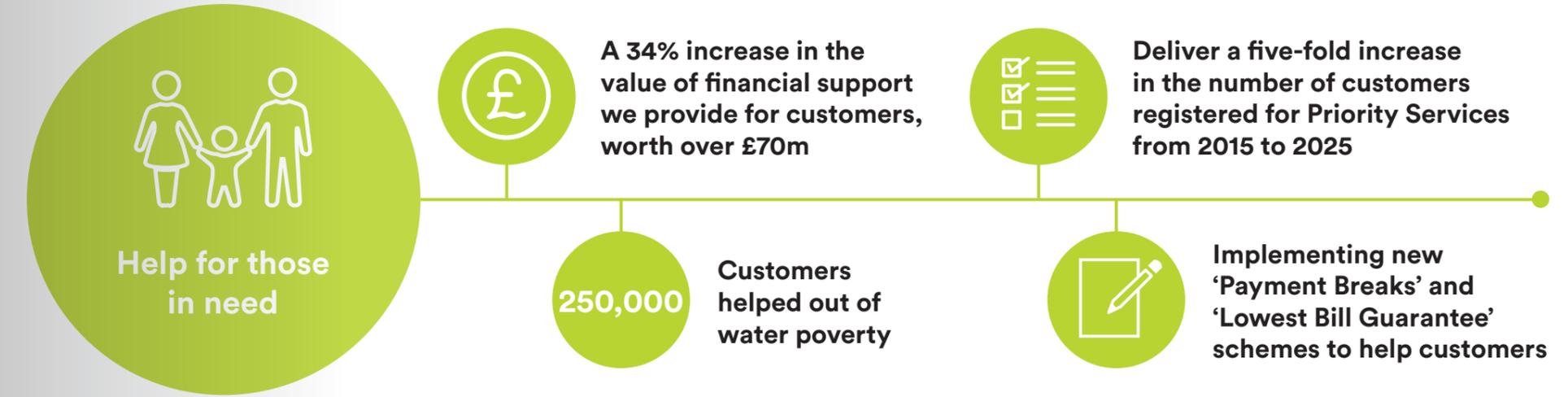
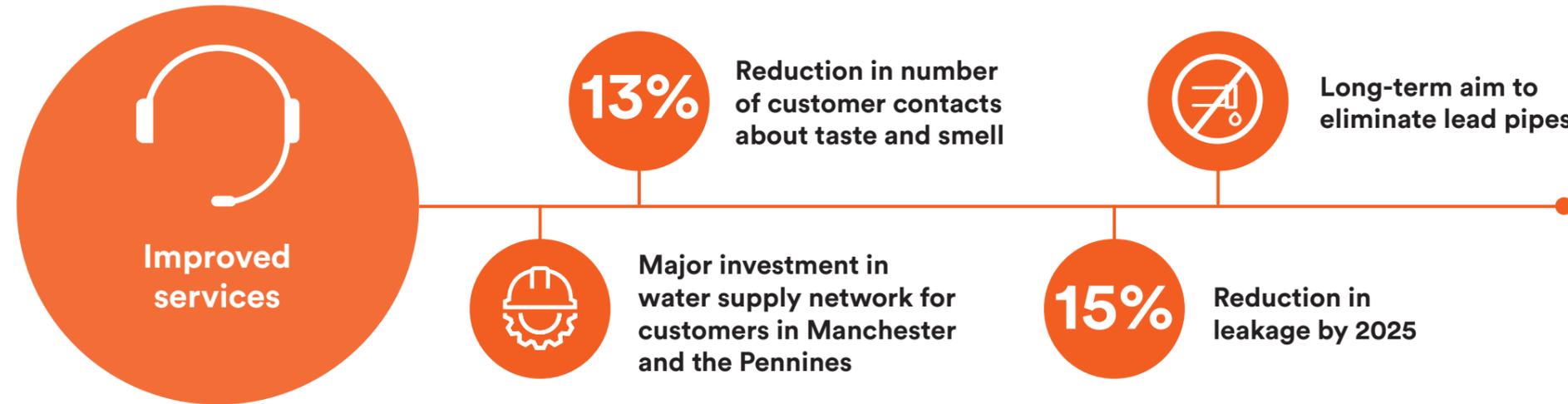
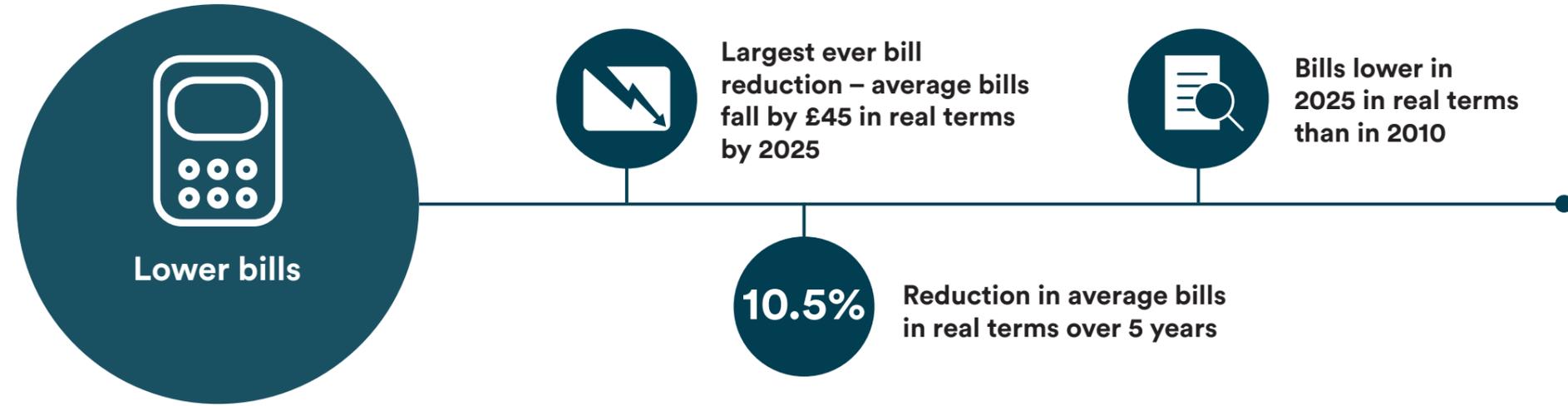


Over 150,000 customers helped through targeted financial support



Water quality in 1,315km of rivers improved

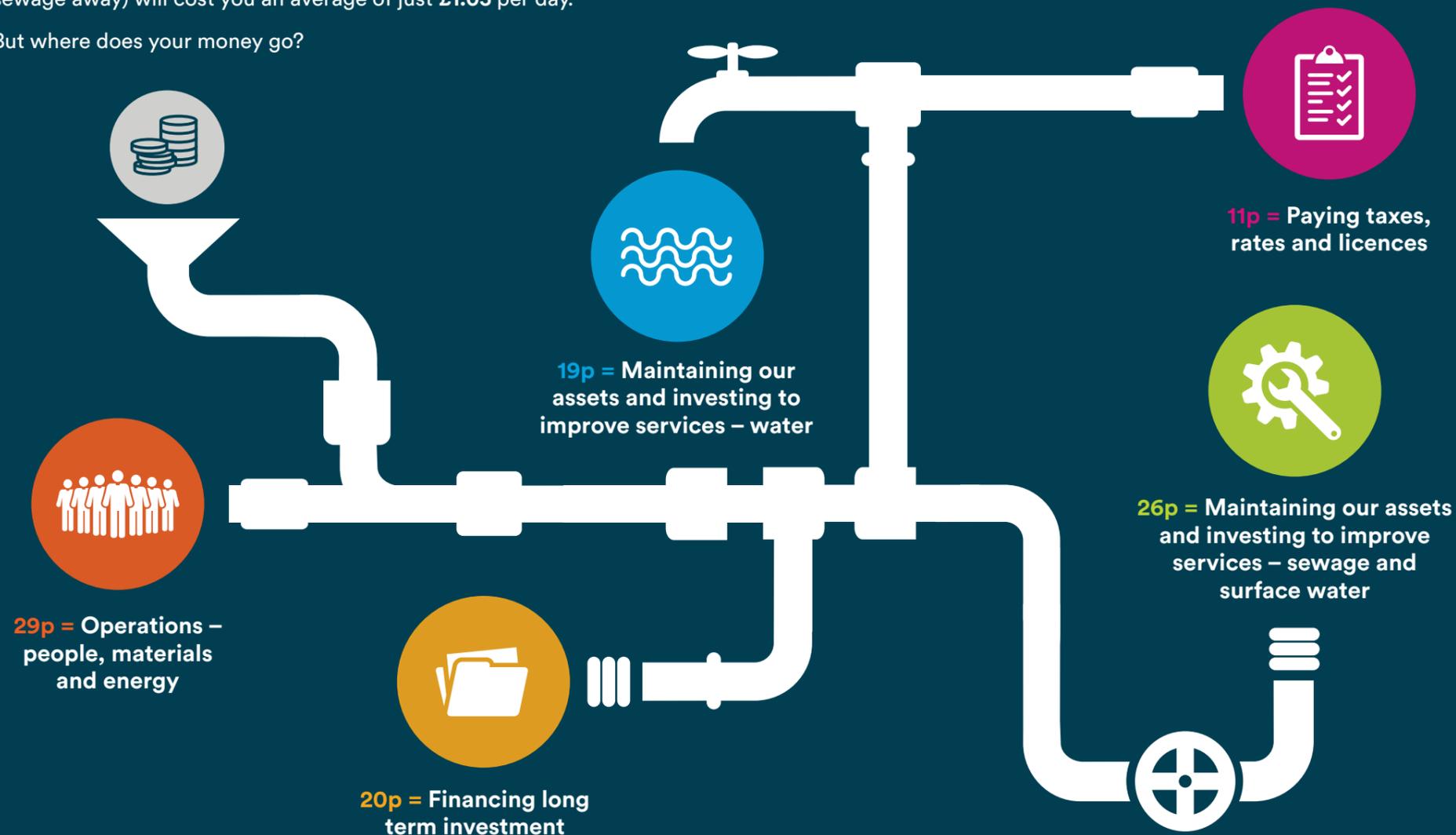
What we plan to deliver



Where your £1.05 goes

By 2025, to provide you with a supply of clean, fresh water (and to take all your used water and sewage away) will cost you an average of just **£1.05** per day.

But where does your money go?



Thank you

In producing this plan, we are grateful for the support and cooperation we have received from customers and communities across the entire North West region. In particular, we'd like to thank the independent customer challenge group YourVoice. Its members have worked tirelessly to test and challenge us on our approach to consulting with customers and other stakeholders to inform the development of the proposals contained in our business plan.

The result is a plan that we are confident strikes the right balance between meeting our industry obligations and providing a great service to customers. We are delighted to propose lower bills and increased support for those most in need whilst delivering the outcomes that customers told us they value the most.

Our business plan for 2020-2025 has now gone to Ofwat, the water industry's economic regulator. We'll find out early in 2019 if our proposals have been accepted.

We'll keep you posted.

'The role of the YourVoice customer challenge group is to independently scrutinise and challenge United Utilities' approach to customer and stakeholder engagement as part of the development of the company's business plan. For the last 18 months, our regular meetings and review of customer research work have provided an opportunity for constructive debate and informed challenge.

Throughout the process YourVoice has looked for United Utilities to balance the needs and wishes of customers with a responsible investment strategy for sustainable long-term growth, and we are pleased that the proposed business plan reflects this.

We have warmly welcomed the breadth and depth of the customer insights programme United Utilities has put in place over the past couple of years, enabling the company to gather a wealth of information and views to help shape its business plan. We are particularly pleased that the proposed plan reflects customer priorities in areas such as bill reductions and providing additional assistance to those in need.

I would like to record my thanks to the member of YourVoice and to the staff of United Utilities for their efforts to ensure that the voice of the customer has been heard.'

Bernice Law, Independent Chair of YourVoice



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