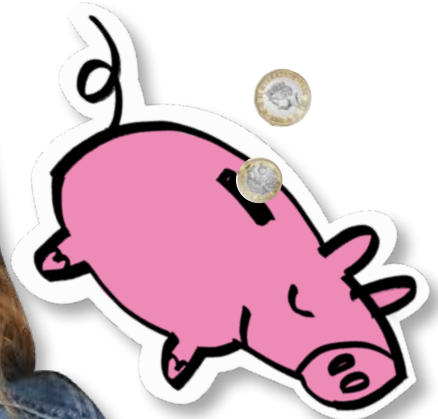
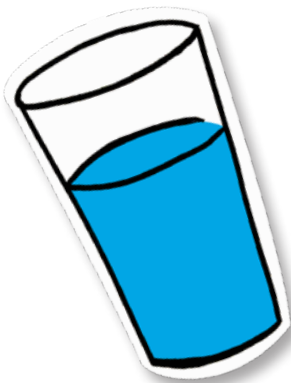


FOR YOU. FOR LIFE.





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A NEW CHAPTER
begins...

Chairman's introduction

When YTL acquired Wessex Water in 2002, we gave clear guidance to the management team - "Performance before profits; you need to earn the right to profits by being the best." Within two generations, YTL was built from small beginnings into a global infrastructure and services business by following this clear instruction. We believe in stewardship; a responsible long-term commitment to the businesses we own, and the communities we serve.

We recognise the great responsibility and opportunity we have been afforded in providing such an essential public service in the UK. The water industry in any country is fundamental to the health and wellbeing of its citizens, its environment and its economy. So a company must take a long-term view when drawing up plans to operate and maintain high quality, resilient services.

We plan on the basis of stewardship in perpetuity. We are looking after Wessex Water not just for this generation, but for generations to come. I am proud of the record we have at Wessex Water and of the commitment of our great team of staff right across the business in serving customers, enhancing the environment, going the extra mile and always looking to innovate and improve. This record has been hard-earned, but we know it could so easily be lost if our performance or our behaviours fall below the expectations of our customers and wider society.

As a pragmatic business owner, my experience has convinced me that there is an alternative to traditional tax-and-spend policies of governments to meet the pressing need for new infrastructure. The solution, I believe, is to embrace the private sector to build, operate, and maintain infrastructure, and to provide the innovation required to deliver the best service for a fair price and a fair return. For this to work most effectively, it is essential that companies have a reliable regulatory framework under which they can make rational investment choices.

Currently there are understandable concerns about the behaviour and performance of some companies, so it is appropriate that the government should seek to strengthen economic regulation to ensure the private sector delivers for society as well as for investors. This needs to be through a regulatory framework that is consistent with the rule of law, steeped in accountability and transparency, and which rewards long-term thinking and responsible stewardship.

One of our principal motivations when making our original investment in Wessex Water was the stability, predictability and political independence of the regulatory regime, which we have always regarded as the best in the world.

Over recent review periods, UK regulation has delivered real price reductions for customers, accompanied by very substantial cuts in the permitted cost of capital. As a result, dividends have fallen significantly and are predicted to be even lower during the five years covered by our PR19 plan.

We have accepted these reductions as consequences of the falling cost of equity capital in world markets. Moreover, we have maintained a prudent balance sheet, with a gearing target of 70% and a simple financial structure; and have consistently paid our full share of taxes. In return we seek a continuing strong, incentive-based regulatory framework that rewards the risks we face as shareholders.

" We believe in stewardship;
a responsible long-term
commitment to the businesses
we own, and the communities
we serve."

Francis Yeoh
Chairman



We recognise the importance of our own role as a board in ensuring our leadership and approach to governance engenders the trust of those we serve. We fully embrace the spirit of Ofwat's governance review as well as the wider initiatives such as the Wates Review on the governance of privately-owned companies.

Our commitment to the UK has also seen us reinvest profits in some great new ventures that build on the core capabilities of Wessex Water. These are award-winning businesses, such as Pelican, GENeco, EnTrade, Flipper and Albion Water, all of which have accelerated the value we provide to our customers through innovation in the services they offer. We are also investing in a bold new housing and community development of more than 4,000 homes and businesses in North Bristol, and we continue to invest in the skills of our current and future generations of employees. One of our proudest achievements this year is that apprentices and graduates on formal training now represent nearly 10% of our total workforce.

Building on our strong values, we have put together a business plan with Wessex Water's customers and stakeholders that shows no complacency, but a commitment to leadership in our industry, to forge a new relationship between public and private sectors, to restore faith in a responsible long-term commitment to public service and to stimulate a healthy market for innovation.

We are already adopting the open system model within our business, eg, using EnTrade and catchment-based approaches to deliver environmental improvements while also contributing towards the government's 25-year Environment Plan. We welcome the support of our regulators in forging this new model for future delivery.

We are pleased to commend our plan for PR19 as a whole, including an excellent deal for our customers, the enhancement of the natural environment, and the balance we propose between risk and reward for shareholders and debt investors.

Francis Yeoh
Chairman



Managing Director's statement

Our mission is to be in the top 20 of all UK service businesses and a leader on environmental performance, so we are determined to benchmark ourselves not just against fellow water companies and utilities, but also against the UK's very best service companies.

The board is clear on the importance of meeting and, wherever possible, exceeding our regulatory obligations. We will continue to strive to maintain our position as the best performing water company. Our mission, however, is defined by goals that derive from our own ambition rather than from our obligations.

We are proud of our record to date in delivering essential water and environmental services. More of the same, however, is not a good plan.

This business plan describes how we will deliver by implementing a new business model that embraces our public service ethos while capitalising on the ambition and innovation that markets empower.

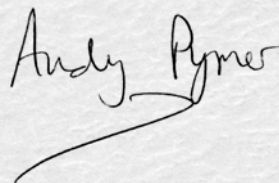
It is designed to make Wessex Water a business where:

- our customers recognise water as a natural resource in which everyone has a stake
- technology and new business models are used to benefit customers
- our seven-day-a-week customer services are seamless and hassle-free
- value is shared with our communities who, in turn, help us to deliver better outcomes
- our investment in education and apprenticeships benefits the local economy
- we deliver a zero-polluting, carbon-neutral operation
- risk is borne by our shareholder rather than our customers

- we fully engage with customers, employees and other stakeholders and take account of their interests
- ensuring the health, safety and wellbeing of our people is fundamental to the way we work
- we are transparent, accountable, pay full taxes and are resilient
- our assets and services are open to the marketplace in a way that encourages innovation and cost reduction.

This document sets out our vision, defines the challenges to overcome and describes how we will go about making bills affordable for every household and deliver an exceptional service based on our customers' convenience, not ours.

These ambitions are being built into the Wessex Water DNA, with the full support and encouragement of our owners, YTL.



Andy Pymer
Managing Director





**WE ARE
PROUD**

of our

RECORD TO DATE

BUT MORE OF

THE SAME

IS NOT

A GOOD PLAN



EMBRACING CHANGE



More of the same will not deliver this vision. We have to do things differently, promoting competition and encouraging new ideas. If others can deliver a much valued service more effectively than we can, then we will embrace this.

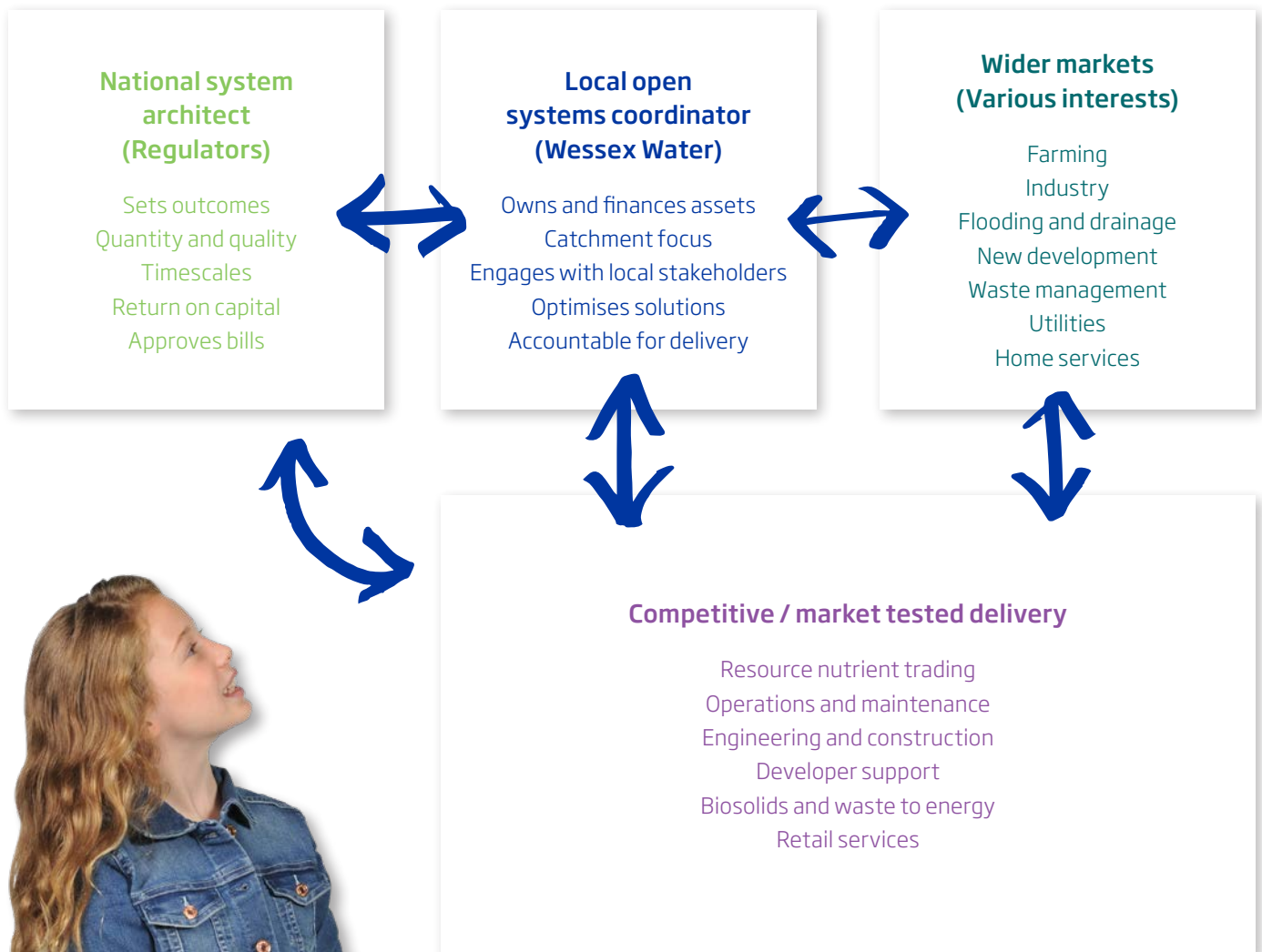
By keeping an open mind regarding who effects delivery, and by making our structures, systems and data as open as possible we will give ourselves the best possible opportunity to promote innovation and change.

The success of GENeco and EnTrade have already provided examples of how effective an open systems approach can be. And our established relationships with universities have been designed to inspire the entrepreneurialism and innovation on which open systems depend.



So, we will extend this approach - championing new, disruptive ideas from within Wessex Water and from outside, capitalising on new technology and operating transparently for the benefit of customers and society. We will procure, where appropriate, new services through third parties where we can gain best value and enrich the service we offer.

Our open systems approach



OUR VISION FOR WESSEX WATER

Redefining public service

While we are proud of our record, this business plan is about resetting our ambitions and targets to meet today's challenges.

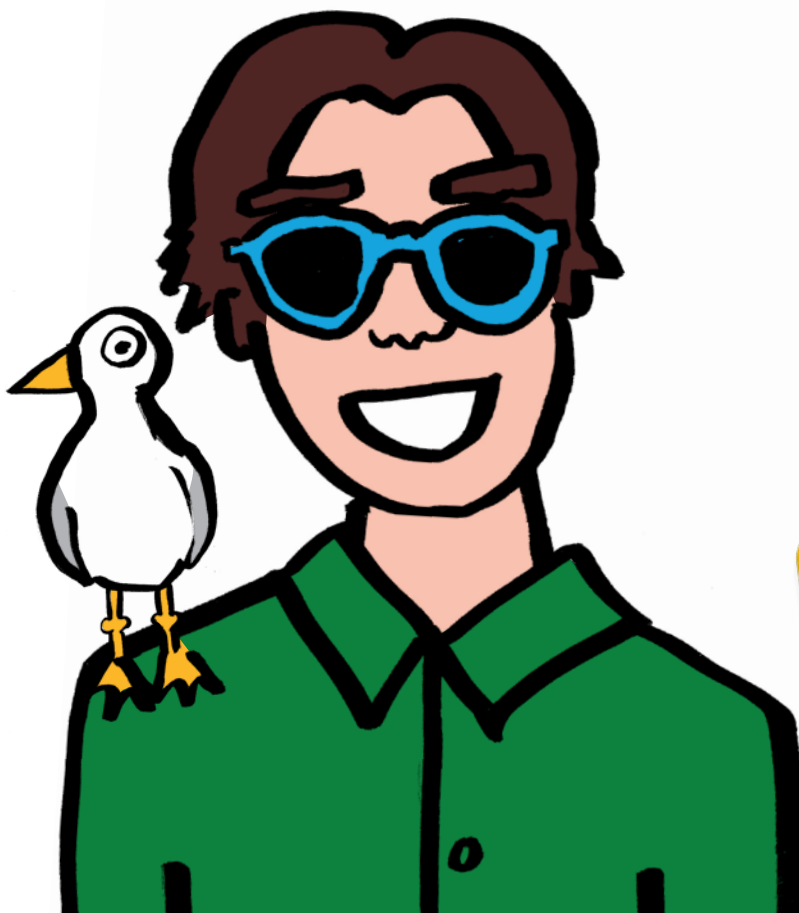
We thrive on doing things differently. As a private company that delivers essential public services we need an approach that is not limited by our statutory obligations.

We are facing pressures from climate change, population growth, new environmental requirements, an ageing asset base, changing customer expectations, and growing cynicism about corporate behaviour.

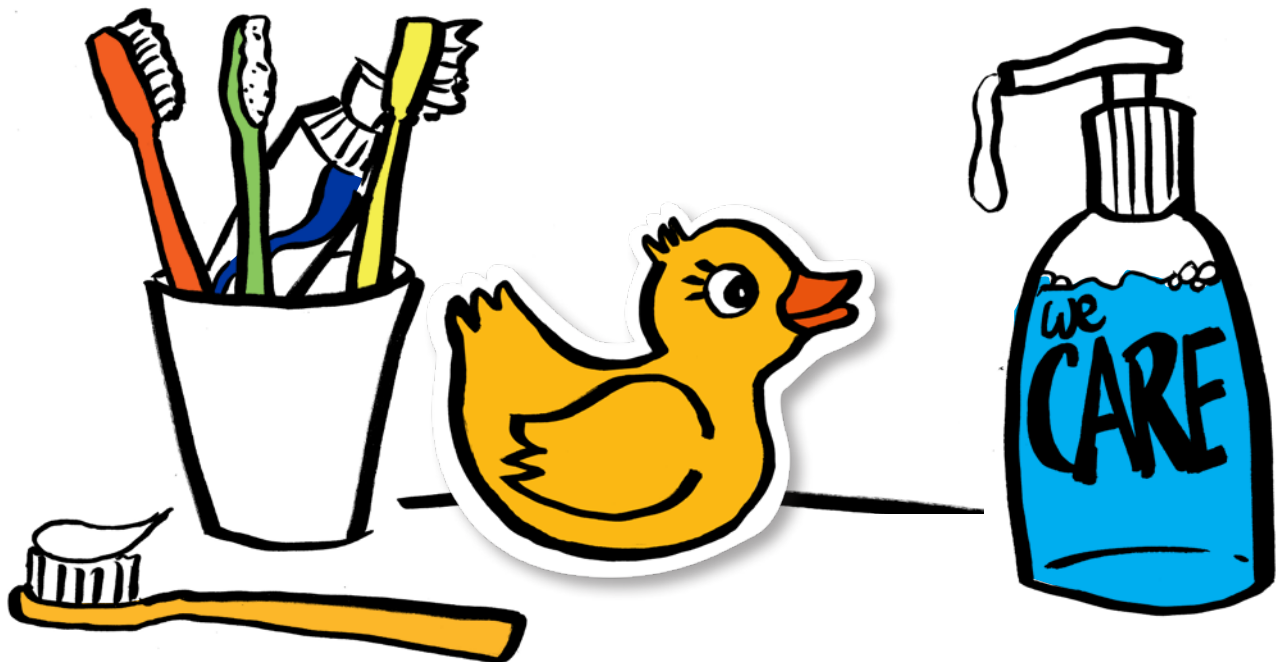
This plan describes how we will meet these challenges, including a new model for delivery that recognises water as a natural resource in which everyone has a stake; and how we will put customers at the heart of what we do, benefiting current and future generations.

Our 'open systems' approach will provide sectoral leadership and champion innovation. In line with our social and public purpose, it will also share success with our local communities with whom we will foster increasingly strong partnerships.

We thrive on doing things differently



PUTTING OUR CUSTOMERS *and* COMMUNITIES AT THE HEART





Our service commitments encompass all our customers. Our engagement with them shows that their needs are diverse and can change over time. So, while we aspire to match the best organisations for effortless online service provision, we also aim to match the best for personal service, ethics and value for money.

To test our progress, we will benchmark ourselves against the best service providers and will be ranked in the top 50 consumer-facing UK companies from 2020, and in the top 20 by 2025.

This business plan has, as its foundation, what customers have told us they want from us.

And so:

- bills will be lower
- support for those on lower incomes will increase
- no customer will have to ration water use based on ability to pay
- investment in services will be higher
- efficiency will be increased.

We'll reduce the number of sewer flooding incidents, and by 2040 we will remove the last remaining lead pipes to give greater confidence in our safe, reliable supplies.

We will deliver the best services to all – seven days a week, not just for emergencies, but for our customers' convenience.

Our services will be fully accessible to all, from a warm, local voice on the end of a phone to seamless online technology. They will also be personalised – always designed in a way that recognises some people will occasionally need more direct help from us.

Continuing to deliver what our customers want means we will need to adapt to instant feedback, so we will increase the range of ways that customers can tell us what they think.

We will also encourage customers to use our services wisely. We will operate in a way that encourages more people to engage with their local water environment. So, we will provide greater opportunities for our customers to contribute to challenges such as saving water and managing what they flush down the toilet.

Our aims will only be achieved by working in close partnership with people and communities, and by being transparent in everything we do.

CASE STUDY

Working in partnership

with debt advice agencies

We want our services to be affordable for all. We realise, however, that tackling water poverty cannot be achieved in isolation. It is never just about water – customers generally have multiple debts to multiple creditors.

Our partnership working recognises that there is no single answer, and that others are sometimes better placed than ourselves to make the biggest impact. It's our role to develop the appropriate schemes and to fund and facilitate delivery by others where this can achieve the best outcome for our customers.

Partnerships with the debt advice sector mean that customers who need the most support from us are able to gain independent holistic debt advice, budgeting support and an income maximisation service. In return we are far more likely to receive a sustainable offer of payment based on true ability to pay.

Our first partnership was formed in 2005, but this quickly expanded and led to the development of the industry's first ever social tariff, Assist, in 2007. We now partner with all Citizens Advice across our region, StepChange, National Debt Line and many cultural and faith organisations that provide debt assistance, as well as tenant support workers in housing associations and local councils.

Partners have gone on to play an important part in helping us develop and design our wider affordability offering, **tap**, and our wider strategy for those in more vulnerable circumstances, which form part of this plan. Our affordability advisory group, which also includes academics and consumer organisations, helps us ensure that our strategy remains fit for purpose and takes account of evolving trends, eg, the current rollout of Universal Credit.

We will continue to deepen these partnerships to our mutual benefit. More recently we have shared statistical data with partners to allow them to see where their services may not be reaching those most in need. We have also developed financial incentives for agencies to increase the volume and quality of applications for assistance and have funded small community projects, typically outreach services, to increase uptake in the hardest to reach areas. The information and intelligence we gain from organisations at the frontline of financial vulnerability allows us to adapt and adjust to current trends more quickly.



CASE STUDY

IN PARTNERSHIP WITH OUR COMMUNITY

We have ambitious plans to increase awareness and customer engagement through participatory work with our local communities. Our themes are community support, community education, health and wellbeing and leisure access for all.

Working in partnership with local communities, councils and other local charitable organisations to develop stronger relationships will allow us to invite and encourage people to play their part in meeting the challenges we face.

We are building on our existing successful initiatives, such as our education programme where we will go further in supporting the provision of outreach and engagement with students around science, technology, engineering and maths subjects. And we're encouraging staff to be community ambassadors through our volunteering scheme Water Force.

Making drinking water accessible for all will see us investing in water refill points and financially supporting communities that want to install drinking water fountains, while promoting health and wellbeing. We'll also be supporting local organisations that bring people together, particularly around water conservation or engagement with the local water cycle.



CASE STUDY

EVOLVING THE RETAIL MODEL



We're making sure that we always go the extra mile for customers with the most complex needs.

Anyone can find themselves in vulnerable circumstances at any time so our service has to be inclusive and accessible for all.

We're making sure our people have all the necessary skills and confidence. We're increasing uptake of the extra support we offer particularly by using data intelligently to identify those most likely to be in need. We're also raising awareness by building a wider network of community partners to reach those who may find it more difficult to ask for help.

Every Customer Matters, our strategy for supporting customers in vulnerable circumstances, has been created in partnership with and endorsed by many independent charities and specialist organisations.

Committed to ENVIRONMENTAL LEADERSHIP

Our region has a wonderful and precious landscape that we will help maintain and enhance, contributing to cleaner and healthier rivers and high quality bathing waters for everyone to enjoy.

Using a catchment approach, our vision is to make these improvements in a way that maximises the benefits for society and the wider environment, rather than restricting ourselves to a precise legal obligation.

As an environmental leader, we have committed to improving the health of more than 400 miles of river in our region. We will make further substantial cuts to the number of accidental pollution and we have a clear ambition to be a carbon neutral company.

Even allowing for a growing population, we have committed to reducing the abstraction of water from the environment for our own use. We'll achieve this by reducing leaks and fixing them faster, and by enabling customers and communities to use less water. We'll also seek out opportunities to share our resilience with neighbouring regions where water is more scarce.

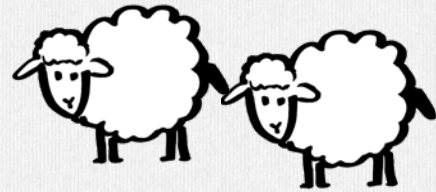
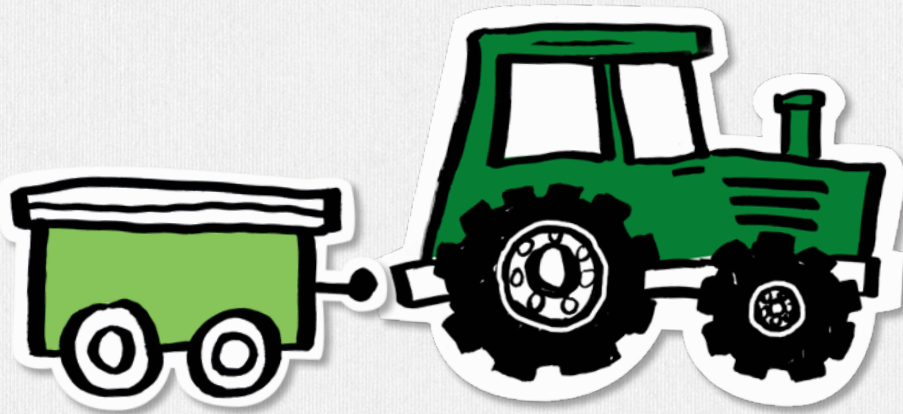
While the day-to-day performance of our waste water network is strong, it is coming under increasing strain from heavier rainfall events and misuse of the sewer network. Our long-term planning identifies that, to avoid pollution and sewer flooding, we need to continue our programme of strategic capital investment and work more closely with customers.



CASE STUDY

ENTRADE

DEVELOPING MARKETS TO DELIVER ENVIRONMENTAL IMPROVEMENTS



EnTrade creates online auctions to deliver environmental improvements, such as reducing the nutrient load in catchments.

The concept extended the leading role we have played in catchment management over the past 10 years, and moved our relationships with individual farmers on to a more systematic approach.

Firstly, in 2015, using catchment management, we successfully negotiated with the Environment Agency and Natural England to offset 40 tonnes of nitrogen from entering Poole Harbour by working with farmers in the catchment, rather than building a nitrogen removal plant at Dorchester sewage treatment works.

Then we used EnTrade to invite farmers to bid for funding to grow cover crops over winter to reduce the nitrogen leaching into the watercourse.

We ran the first auction in June 2016 for 20 tonnes and received 147 bids from 19 farmers to make nitrogen savings of 47.5 tonnes through cover crops. The auction saved us 30% on our nitrogen costs compared to previous methods of working with farmers.

Further auctions were run in 2017 and 2018 comprising:

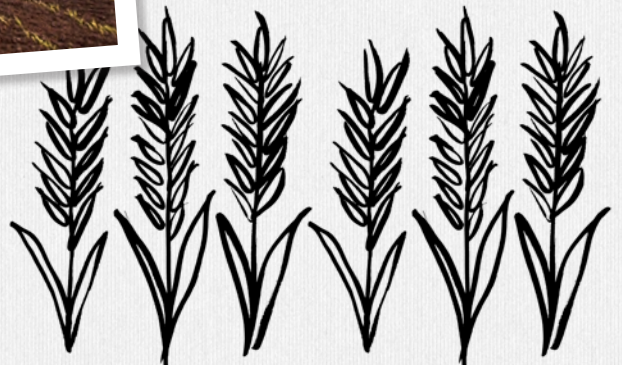
- cover crop auctions which received bids for a further 125 tonnes of nitrogen savings against a target of 70 tonnes, at a lower price than the previous auction
- auctions for arable reversion – where crop growing land reverts to grassland – which received bids for 24 tonnes of savings over three years across 270 hectares.

The EnTrade platform estimates the savings for measures that sellers, such as farmers and landowners, choose to bid for. The seller can enter their own cost from which they can see the resulting pound per unit of saving on which their bid will be judged.

Sellers can adjust their bid at any point during the auction and once the auction closes, the buyer of the offsets can calculate the most cost-effective combination of bids to meet their target.

115 tonnes of
nitrogen saved
through EnTrade

EnTrade



Creating great places to live and work

INVESTING IN PEOPLE *and* SKILLS

At the heart of Wessex Water are our 2,500 employees, the great majority of whom are also customers of the company and members of the communities we serve. We retain a strong sense of public service across our organisation, and in a recent survey 86% agreed, "I am able to go the extra mile for customers or support my colleagues in doing so".

We will continue to reward our employees for going the extra mile for customers, and will empower them to do so. More than that, we will treat our people well so that they are able to do the same for our customers.

Successful delivery of our plan and vision depends on having resilience within this workforce. That is why nearly 10% of employees are in formal training or apprenticeships at any one time.

We will continue to invest in these apprenticeships, but also in STEM subjects and career development generally. This will ensure we have full diversity of people, with the right skills and a commitment to the Wessex Water way of doing things.



CASE STUDY

IN PARTNERSHIP WITH OUR PEOPLE



We want to be in the top 20 of all consumer facing organisations in the UK for customer service. Our skilled people are the most important resource we have to deliver this. We need to retain a dedicated, resilient, customer-focused service, and we know that an engaged workforce increases customer satisfaction. In short, we treat our people right and they treat our customers right.

In 2014 we launched our Going the Extra Mile (GEM) programme and have regularly refreshed it since. Developed from scratch, GEM sums up our approach to dealing with customers.

The GEM programme rewards staff with small thank you gifts each time they go the extra mile for customers and we receive a thank you for exceptional service from the customer themselves. Every month, typically 80-100 staff receive a GEM award.

GEM encourages our people to:

"UNDERSTAND"

listening to the customer, acknowledging the issue, putting themselves in the customer's shoes and taking ownership

"DELIVER"

providing a high level of service, keeping the customer informed and resolving the issue

"WOW"

going the extra mile by exceeding the customer's expectations to ensure they are happy.

The GEM programme has further embedded a culture of serving customers into our DNA - at Wessex Water, going the extra mile for our customers is simply a way of life.

GEM
GOING THE EXTRA MILE





SHARING SUCCESS



The ethos of YTL, our long-term shareholder and a family-run business, is critical in enabling our vision. They require us to aim high in everything we do.

This has meant that Wessex Water has always been structured and financed in a simple and transparent way and that we have always paid the right amount of tax. They urge us to share our success with our customers and communities; to play an active role in local projects and organisations across the region and to use local companies to deliver our multi-million pound investment schemes, supporting thousands of jobs and, ultimately, more sustainable communities.

They have demonstrated their own commitment to long-term investment and growth in the UK, accepting that dividends will fall up to 2025 even though the scale of the investment over the same period will be increasing. Our dividend policy will continue to ensure we maintain a solid investment grade with gearing held below 70%.

YTL's approach also means that our executives are rewarded primarily according to their success in delivering for customers and the environment. As a private provider of a public service we recognise that

customers need to see more directly and more clearly how our success is shared with them. As part of this plan we will create a new independent community fund, designed to increase the resilience of communities in the long term by improving:

- the financial capabilities of current and future customers
- independent debt advice and benefits assistance
- community environmental schemes
- schemes which improve science, technology, engineering and mathematics (STEM) skills in our region
- schemes that could promote greater diversity in our future workforce.

Wessex Community Foundation will be funded initially from savings we've made in the current business planning period and will be the vehicle through which we share any outperformance with our region in the future.



Defined by AMBITION





In developing this plan we have renewed our social and public purpose, with a vision defined at the point at which our statutory responsibilities end and our ambitions begin. So, we have set our own, stretching targets and devised ways of meeting them that will fundamentally change Wessex Water, possibly even the wider water industry.

TO DO LIST

We will reduce bills, extend help to those in vulnerable circumstances, invest more than we have ever invested before, and provide service to our customers that ranks alongside the UK's best businesses.

We will be responsible stewards of our network for the benefit of current and future generations and ensure a sustainable water management system that will benefit everyone.

We will be a leader for environmental performance.

We know that we will only succeed in these aims by working in authentic partnerships with others in our region and by sharing value with customers, communities and organisations across our region.



Executive summary

EXECUTIVE SUMMARY

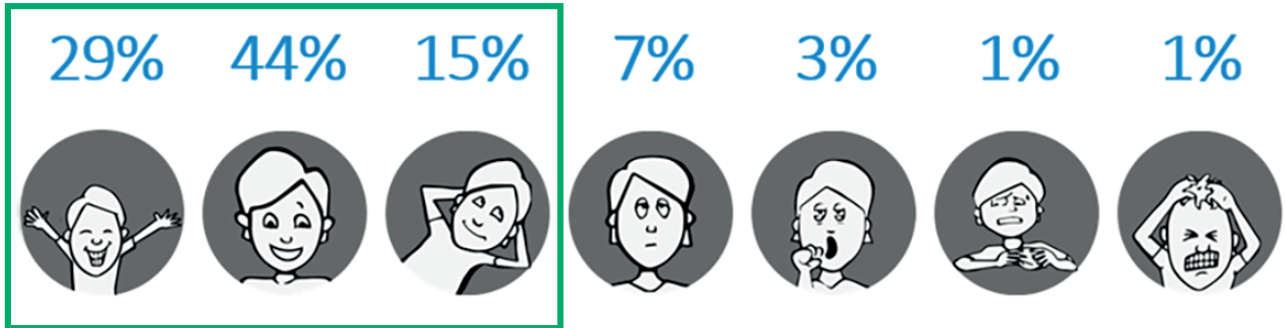
This document sets out our commitments for the period 2020 to 2025. It is endorsed by Wessex Water's full board and is consistent with our open systems vision, outlined in the preceding sections. The board has worked alongside company management both to develop the proposals within this plan and to challenge the level of ambition and stretch in our future targets.

The board has also engaged directly with customers, investors and other stakeholders so we can be sure the plan meets the needs of customers and of wider society, both now and in the long term.

Our bills, investment and returns:		Change from current level
Average household bill in 2025 (in 2018-19 prices)	£415	↓13%
Allowed investor returns (WACC)	2.0%	↓48%
Investment (2020-2025)	£1.4bn	↑17%
Households on a low-rate affordability tariff or scheme	1 in 15	>2 times
Our key targets and commitments:		Better than or as good as current industry best?
Efficiency (improvement by 2025)	↑11%	Better
Reduction in leakage since the 1995 peak	↓62%	Better
Water quality compliance	100%	Better
Pollution incidents	↓40%	Better
Customer supplies at risk in a 1 in 200-year drought event	0%	Same
Internal flooding from sewers	↓16%	Better
Customer service comparison with other UK companies by 2025	Top 20	Better

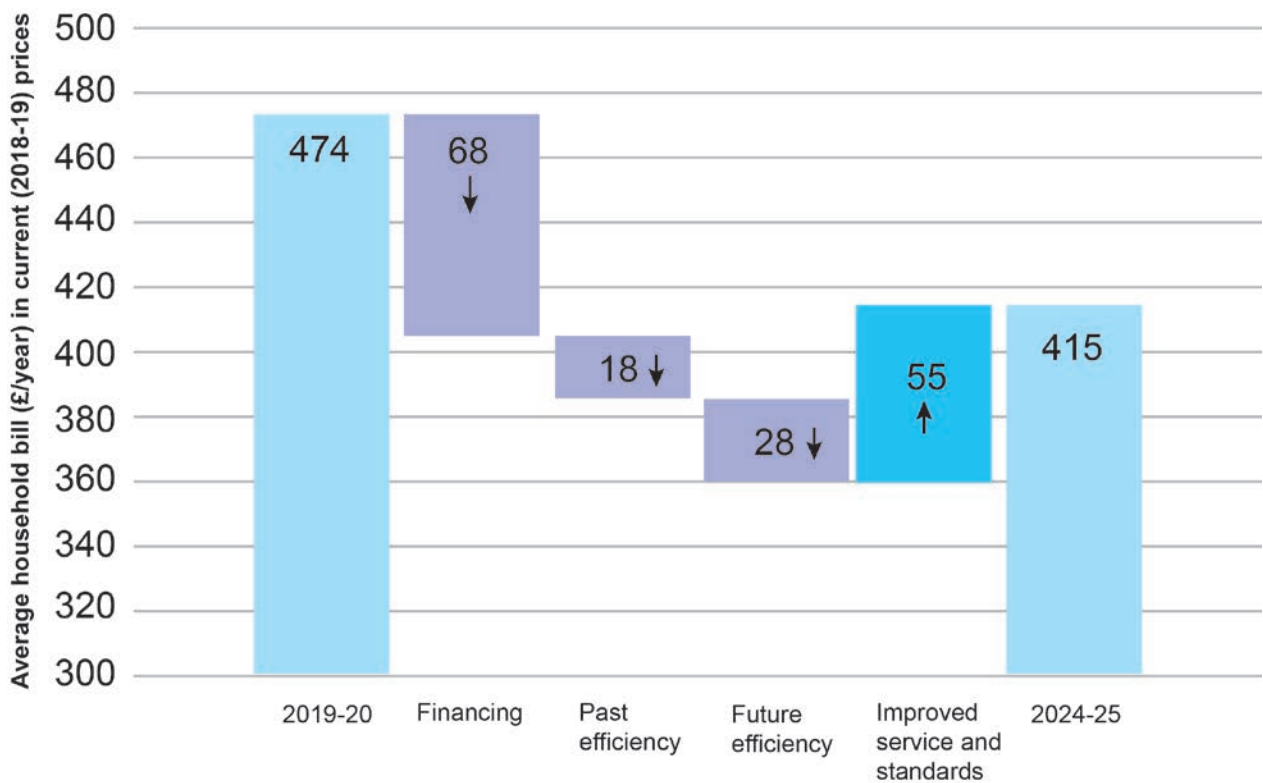
WHAT CUSTOMERS THINK

Of our customers, 96% say our plan is acceptable to them, and 93% say it represents good value for money. The great majority of customers are very positive about it.



Source: Populus, 2018, Emotional response to the proposed plan

WHY OUR BILLS ARE CHANGING



GREAT CUSTOMER SERVICE

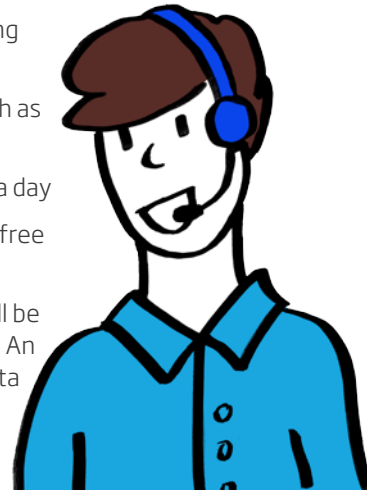
We will improve services to meet growing customer expectations. This will allow us to continue delivering the best overall customer and environmental service levels in the industry on the things that matter most: drinking water quality, avoiding pollutions, supply interruptions and customer service.

We will be ranked in the top 50 of all service providers in the UK and continue to improve so that by 2025 we will be ranked in the top 20. Achieving these will require us to:

- give a truly seven-day-a-week service for our customers' convenience
- constantly optimise those services based on real-time feedback
- always meet the needs of customers who are finding life more difficult
- give no-quibble compensation if things do go wrong

- encourage customers to recognise the value of the water environment and to work with us to improve it
- work with partners to offer our customers a wider and richer retail experience
- increase help for households to use less water
- reduce leakage by 15% so that the total amount of water we take from the environment will reduce despite a growing population
- avoid compulsory restrictions on use such as hosepipe bans
- fix the vast majority of reported leaks in a day
- replace lead pipes so our network is lead free by 2040.

Our services for developers and retailers will be open, transparent and offer excellent value. An open system approach to our assets and data will allow the market to deliver what these customers want at an efficient cost.



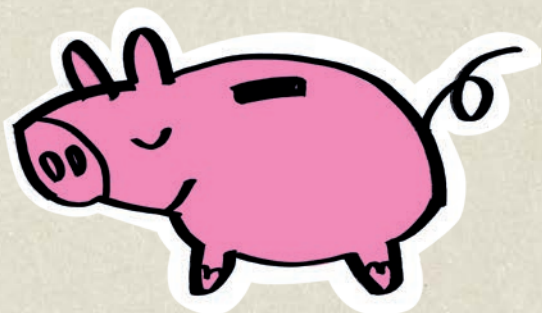
AFFORDABLE BILLS FOR ALL

Of our customers, 8% tell us they are unable to afford their water charges. We will make our bills affordable for every household by adjusting them based on ability to pay for those on lower incomes and by helping all customers save water.

We currently help 35,000 households with affordability problems, many of whom receive reductions in their bill. We will extend our social tariffs to a further 50,000 households so that by 2025 one in every 15 households will receive a bill tailored to make it affordable.

We will also extend our help to reduce bills by promoting our risk-free metering service (developed by our Young People's panel) and by increasing the help we give customers to use water wisely. We will help at least 40,000 households reduce their water use and bill through our free Homecheck service.

It's never just about water so many of these services will continue to be co-delivered with our partners in the debt advice sector who are able to look at wider household costs.





INNOVATION

We are targeting an 11% improvement in efficiency, meaning that as our business grows, we will do more with less without risking essential services - so we will need to keep finding new ways to do things.

Our strategy for driving further innovation and efficiency is to make our data and services open to the market, encouraging others to help us find the best and lowest cost solutions. Our open systems approach will champion new, disruptive ideas from within Wessex Water and outside, capitalising on new technology and operating transparently for the benefit of customers and society.

We've already pioneered reverse auctions with farmers and this has delivered environmental benefits and savings that we can pass on to customers.

Our more innovative and catchment based approach to meeting environmental outcomes, negotiated with the Environment Agency (EA), has delivered new savings of more than £100m between 2020 and 2025 that have been incorporated into this plan.



RESILIENCE IN THE ROUND

Our approach is underpinned by the ethos of YTL, our long-term shareholder. Under YTL's stewardship we have always been structured and financed in a simple and transparent way that ensures we are financially resilient. Our gearing will continue at under 70%.

Our independent non-executive directors actively participate in the development of our vision, long-term planning and strategy, and continuously challenge the executive in its delivery. The board undertakes regular effectiveness reviews and ensures that its composition is appropriate to meet the challenges we face.

Our operational services will continue to be more reliable than those in other regions. Customers tell us they expect us to future proof these services as a matter of course and so our supplies will remain resilient to a one in 200-year drought event, through continued demand-side measures and without the need to invest in new water resources.

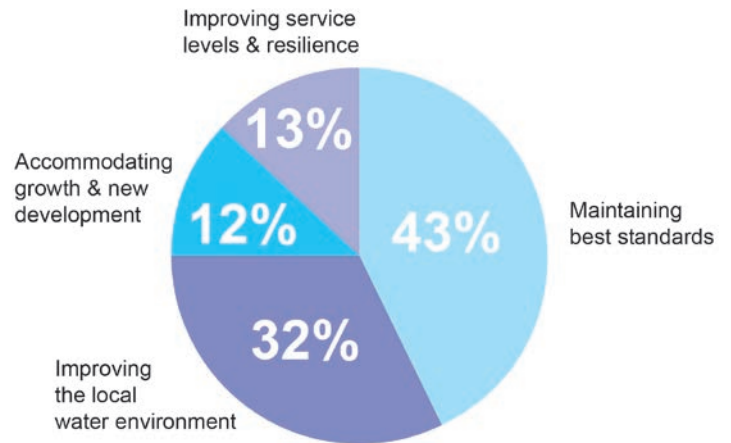
Our waste water network is coming under increasing strain from heavier rainfall events and misuse of the sewer network. Our long-term waste water plan identifies that, to avoid pollution and sewer flooding, we need to continue our programme of strategic capital investment in our network and combine this with a focus on working with customers to reduce sewer misuse. We will also meet the constantly shifting challenges of cyber security through appropriate investment.

We have always been a consistent leader on environmental performance, are committed to trying for zero pollutions of all severities, and aim to continue being an industry leader. In line with this, our plan, including our PR19 performance commitment and associated incentive arrangements, will enable us to meet the EA performance target of a 40% reduction in accidental pollutions by 2025 in a way that is in the long-term interests of customers.

OUR INVESTMENT

At £1.4bn our capital investment programme will be our largest ever and incorporates the biggest programme of environmental improvements. It will improve the ecology of local rivers such as the Parrett in Somerset, and the Stour in Dorset by removing phosphorus and nitrogen. Our investment also supports and generates economic growth and new development in the region.

We have worked to identify different ways to achieve outcomes that achieve greater environmental benefit at lower cost. These changes have been agreed with the EA and the savings incorporated into our plan.



Our £1.4bn investment →

CONTRIBUTING TO THE GOVERNMENT'S OBJECTIVES FOR THE SECTOR

There is a growing recognition that increasing the resilience of the environment requires more collaboration across all sectors and communities. While this is an approach we have taken for some time, this business plan proposes that we deepen our partnerships so that we can deliver multiple outcomes wherever we can. Many of our performance commitments encourage us to incorporate natural capital benefits into our decision making.

Markets and private financing are important in delivering the government's 25-year Environment Plan in an efficient way. Our open systems model will enable greater use of these approaches in our region.

The government's clean growth strategy drives greater focus on the circular economy towards zero waste and reduced carbon. This plan marks a step towards our vision for zero waste and zero carbon by 2040.

The government has a twin track approach to delivering greater resilience in the sector at a national level, so our business plan targets material reductions in leakage and per capita consumption despite operating in an area of water surplus. This will create further opportunities for trading with regions with greater water scarcity.

Increased investment in waste treatment, network capacity and changing behaviours around sewer use will also allow us to meet the demand for new housing in our region and to increase the resilience of our network, reducing sewer flooding and pollution.

We've led the sector in promoting, developing and delivering affordability assistance to those on lower incomes. This plan delivers a further significant change in that assistance, driven by a clear ethos that no customer should need to ration their essential water use on the basis of ability to pay. At the same time, we are setting challenging targets to reduce uncollected debt which will help keep bills down.

PUTTING CUSTOMERS AT THE HEART OF EVERYTHING WE DO AND SHARING OUR SUCCESS

In line with our social and public purpose, the value we create is shared between investors and the people, businesses and communities we serve.

Our business plan delivers:

- the best overall service standards of all the UK's water companies
- our largest ever investment programme to secure the resilience of our services and the water environment
- a reduction in bills achieved through innovation and efficiency
- an extension of help to the most vulnerable so that our bills are affordable for all
- a more sustainable water management system that will benefit everyone.

We will also share a greater proportion of our success and do so transparently, by reinvesting in the resilience of our local communities through an independent body.



A THANK YOU

Customers are at the heart of what we do and the development of this business plan started and finished with their views. Day-to-day feedback has heavily influenced our proposals. In addition, we are immensely grateful to more than 140,000 individuals and organisations who have taken the time to give us their views on what we should deliver, and at what price, in this plan.

We are also grateful for the expertise and counsel of our independent Customer Challenge Group (the Wessex Water Partnership) that has assessed our engagement with customers, our interpretation of it and how we have incorporated it into our plan.

To see our full plan visit our website [wessexwater.co.uk](https://www.wessexwater.co.uk)

And to read the Wessex Water Partnership's independent report on our plan visit [wessexwaterpartnership.co.uk](https://www.wessexwaterpartnership.co.uk)