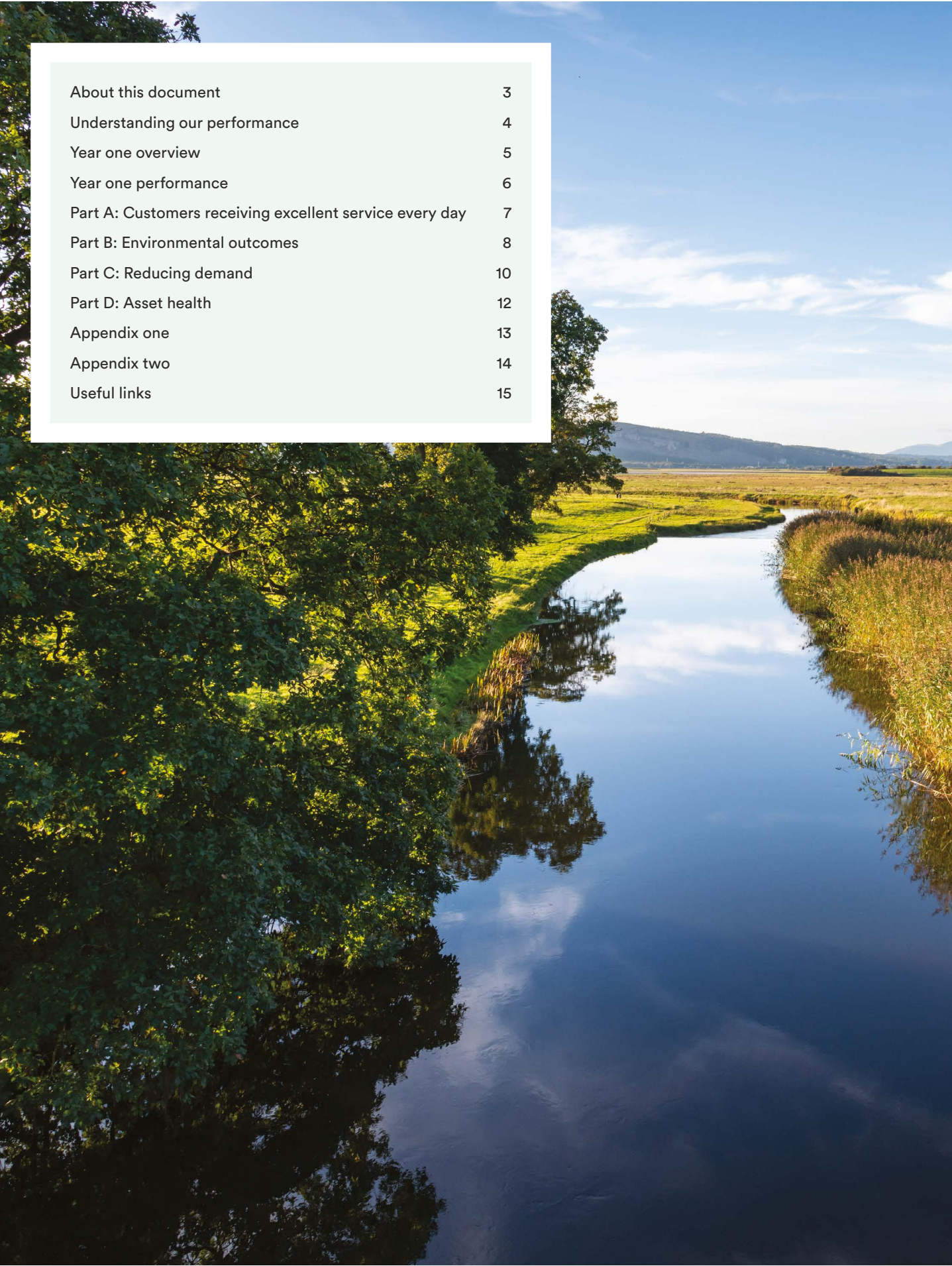


Our performance 2025/26

Customer summary of
our annual performance



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About this document

This document is a summary of our performance against the commitments we agreed to deliver in year one of the five-year business plan period, which runs from 1 April 2025 to 31 March 2030. This five-year period is sometimes called 'AMP8'. During the first year of AMP8, we invested heavily in improving the services that matter most to the customers and communities we serve. In this update, we share where we've performed better than expected, as well as the areas where we know we need to do more. Our aim is to be open about our progress and clear about how we plan to keep improving in the years ahead.

We regularly review our performance with the YourVoice panel. YourVoice is an independent customer and stakeholder group whose aim is to make sure we put our customers at the centre of our day-to-day work to provide services, make decisions and deliver our business plan. The panel's members include independent customer and business representatives, as well as representatives from the Environment Agency and the Consumer Council for Water. YourVoice is made up of the following four subgroups who contribute to the overall panel.

- Customer research and engagement
- Environment and social capital
- Affordability and vulnerability
- Stakeholder engagement

You can read more about the work of each subgroup, including agendas and minutes of meetings, on the YourVoice website at:

► yourvoiceicg.co.uk

YourVoice publishes an independent report on our overall performance for the year, which you can read at:

► unitedutilities.com/globalassets/documents/pdf/apr-yourvoice-statement-2025-26

This document gives a summary of our performance. You can find more detailed information in our full Annual Performance Report 2025/26 (APR), which is available at:

► unitedutilities.com/globalassets/documents/pdf/annual-performance-report-2025-26

We always welcome feedback from our customers and stakeholders. If you have any comments about this publication or any of our other reports, please send them to myview@uuplc.co.uk and we'll get back to you.



Two important measures that Ofwat uses to assess our performance are performance commitments and price control deliverables.

Performance commitments set out the service levels we promise to deliver for customers, communities and the environment. They include things like reducing leaks, improving water quality and responding quickly to customer issues. Each year, Ofwat reviews how well we have met these commitments, each of which supports one of four high-level overall ‘outcomes’.

Price control deliverables are promises that water companies make to deliver specific improvements to their services, such as:

- cleaner rivers;
- better water quality;
- a more reliable supply;
- a network that is better able to cope with climate change; and
- a smaller carbon footprint (the amount of greenhouse gases added to the environment) as the UK aims for net zero (no emissions).

These are not just ambitions – they are improvements that are funded through your bills and we’re held to account for delivering.

Together, these measures provide a clear view of how well we are performing and make sure customers receive the service and improvements they are paying for.

Performance commitments

During AMP8, we are delivering 25 performance commitments across four outcomes. This is a reduction from AMP7 (the period from 2020 to 2025) as Ofwat has reduced the number of performance commitments as part of a shift towards a more focused regulatory framework that is driven by results. To help customers and regulators compare the performance of different water companies, many of these commitments are common across the water industry and several are a continuation of the commitments from AMP7.

Performance commitments are designed to make sure all water companies:

- are working to the same high standards;
- are measured in the same way;
- are held to account for their performance; and
- provide customers with a consistent level of service.

We have two performance commitments – Wonderful Windermere and embodied greenhouse gases – that apply only to us, as they focus on issues that matter most in our region. These reflect local priorities and were shaped through customer and community engagement.

The following report provides an overview of how well we performed against our performance commitments in 2025/26.

Price control deliverables

As part of our ‘BIG North West upgrade’, we will also be investing in improving our assets (such as pipes, sewers and treatment works) to upgrade the region’s water and wastewater system. Most of this investment is covered by Ofwat’s price control deliverables. The investment will lead to improvements such as cleaner rivers, better water quality, more reliable supplies and a reduced carbon footprint.

Price control deliverables contain specific activities and outputs that companies must complete as part of the regulatory settlement that says how much money water companies are allowed to collect from customers’ bills.

Ofwat monitors the delivery of these investments and price control deliverables make sure that we are held to account for the investment in improvements that we must deliver. If we fail to deliver the necessary investment, customers’ bills will be reduced.

In each year of AMP8 we will be publishing a separate customer summary about our progress in delivering this investment.

Performance commitment summary

The table below shows how many performance commitments are grouped within four outcomes.

Outcome description	Number of performance commitments
A. Customers receiving excellent service every day	8
B. Environmental outcomes	11
C. Reducing demand	3
D. Asset health	3
Total	25

In this document we tell you how many of the 25 performance commitments we met or failed to meet in year one of AMP8. Like all water companies, if we beat certain targets we can earn financial incentives called ‘outperformance payments’. But for many targets, if we fail to meet them we receive a financial penalty called an ‘underperformance payment’. These incentives and penalties are then reflected in bills – we can issue higher bills when our performance for customers is strong, but must issue reduced bills if our performance has been poor and we have missed our targets.

Appendix one contains more details about how outperformance payments and financial penalties work, and appendix two shows how they affect customers’ bills.



This year we have continued to deliver services that customers value, and have seen strong levels of customer satisfaction and improvements to our operational performance. We are making investments to deliver performance improvements that can be maintained in the future, delivering a better service to customers. Where there is a year-one target, we have achieved or beaten 47% of our performance commitments.

We know how important a reliable water supply is, and although we didn't meet our target for reducing interruptions this year, our performance has improved when compared with 2024/25. Changing weather conditions created challenges, but we used our network to move water to where it was most needed and alternative supply vehicles to provide water to customers. We are investing over the next four years to strengthen and upgrade our network.

We continue to deliver high quality drinking water and have made progress through our water quality improvement programme, including improved mains flushing. However, we did not meet our targets for the Compliance Risk Index set by the Drinking Water Inspectorate or for reducing the number of customer contacts about the taste, smell and appearance of their water.

We achieved our best performance to date in reducing internal sewer flooding (flooding inside homes and businesses) and external sewer flooding (flooding outside homes and businesses) and achieved the target on both these measures. In 2025/26, monitoring our sewer network using our Dynamic Network Management programme helped prevent more than 1,600 blockages, flooding incidents and pollution incidents. Our 'Stop the Block' campaign also continues to raise awareness about what should and shouldn't be flushed down the toilet, supported by work with over 1,100 food service businesses to reduce the amount of fat, oil and grease entering the network. For flooding caused by heavy rainfall, we are working with developers and local authorities to reduce the amount of surface water entering the sewer system and to support more sustainable development.

We made strong progress across several environmental commitments this year. Through the Wonderful Windermere programme, we reduced the amount of phosphorus entering the lake by 12.57kg, supporting long term improvements to water quality. We also reduced storm overflow spills by 21.8%, helped by targeted interventions such as

improving the effectiveness of pumps, building extra storage for stormwater and taking action to tackle pollution and unwanted water seeping into our sewer network (infiltration).

Water quality improved at many bathing sites, with 25 sites rated sufficient or better, including six that were rated excellent. However, nine sites were rated poor, meaning we did not meet our overall target. We are carrying out further monitoring to better understand pollution sources and strengthen action plans.

The average amount of water each person in our region uses each day is measured as 'per capita consumption' (PCC). We met our PCC target this year, with customers using 126.3 litres per person per day. Our water efficiency work is driven by strong customer engagement, supported by installing water meters, repairing leaks, introducing initiatives to collect rainwater, and providing tailored help for vulnerable customers. More customers are now using smart meters, helping us spot unusual water use more quickly. We also introduced flow regulator installations to reduce demand in a cost effective way. Overall, our programme reduced the amount of water used by 23.66 megalitres per day (ML/d).

We did not meet our year one target for reducing leaks, recording 404.9 ML/d against a three-year average target of 385.0 ML/d. The amount of water lost from leaks still fell by 16.4 ML/d over the year thanks to a major increase in repairs and improved pressure management, but poor performance in previous years meant we didn't meet the three year average.

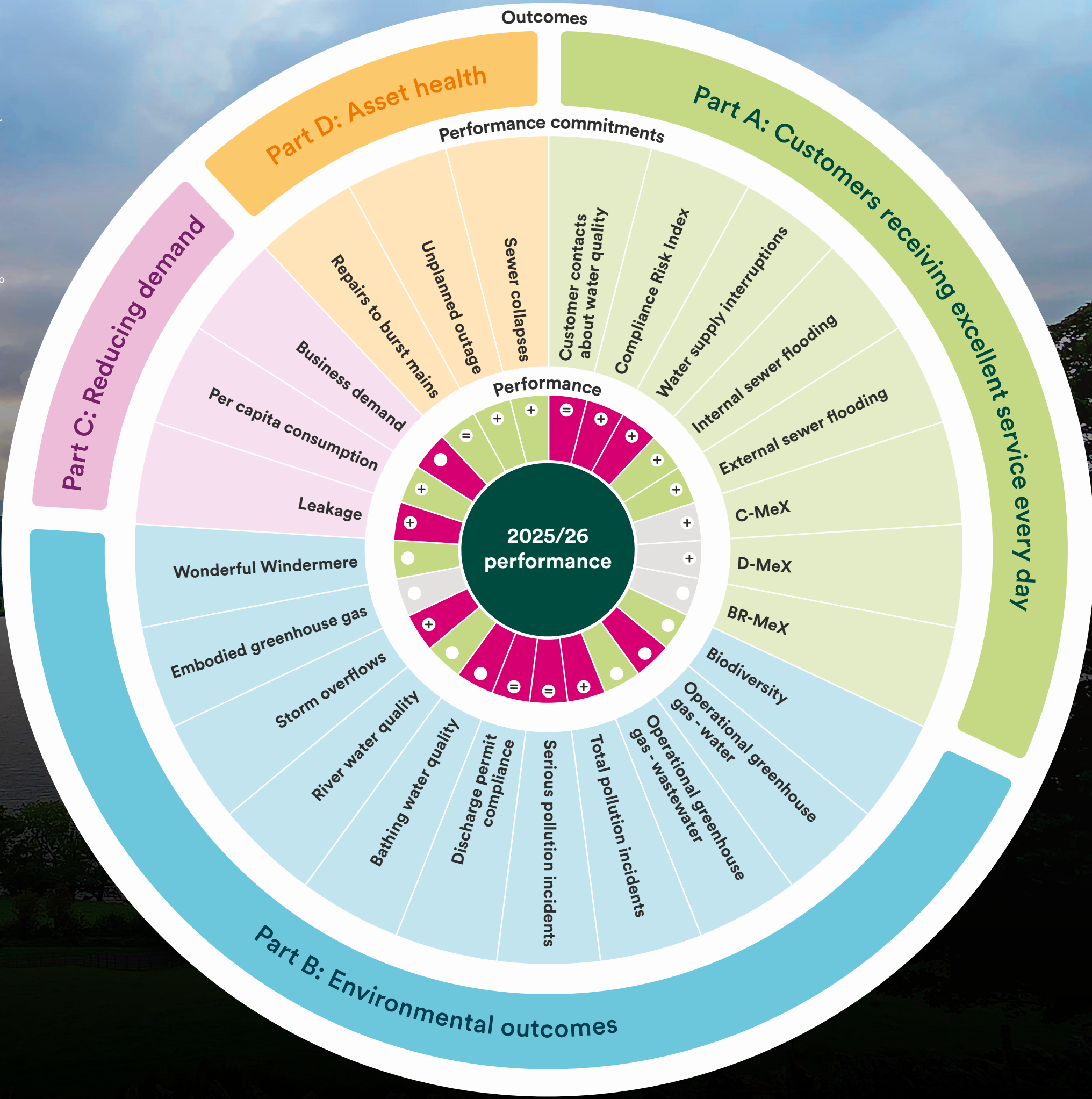
Over the next few pages, we describe our performance commitments and outline our plans for how we aim to provide an improved service for customers and stakeholders in the North West. The diagram on page 6 shows our performance across all measures.



Year-one performance

This diagram shows our four outcomes and the 25 performance commitments that make up those outcomes. Where there is a year-one target, we have achieved or beaten 47% of our performance commitments. This diagram also compares our performance to our 2024/25 results, where this is possible. We have maintained or improved our performance on the majority of measures. This performance demonstrates our commitment to delivering what matters to customers and communities, both now and in the future.

Plain English Campaign's Crystal Mark does not apply to this diagram.





Our performance commitments

- Customer contacts about water quality
- Compliance Risk Index
- Water supply interruptions
- Internal sewer flooding
- External sewer flooding
- C-MeX
- D-MeX
- BR-MeX

What do customers want?

Customers want a service they can rely on, with clean, safe water, quick solutions to any problems and a great experience whenever they get in touch.

We will continue to meet drinking-water standards to reduce risks relating to water quality, reduce the number and length of water-supply interruptions, and protect homes and businesses by reducing the number of internal sewer flooding incidents. We will also aim to improve customer experience across all service areas. We will do this by delivering excellent household service through C-MeX, supporting developers with fast and efficient services through D-MeX, and providing a high-quality experience for business customers and retailers through BR-MeX. We aim to make every interaction simple, supportive and reliable. C-MeX is the measure used across the water industry to assess customer service and experience. D-MeX is the measure of service and experience provided to developers such as housebuilders. BR-MeX is a new performance commitment for AMP8 that aims to encourage wholesalers to provide excellent customer service to business customers and retailers within the non-household retail market.

What have we done?

We know how important a reliable water supply is, and we are sorry that we did not meet our performance commitment for reducing interruptions this year. We recorded an average interruption time of 13 minutes and 2 seconds, against our target of 5 minutes 0 seconds. Although we didn't meet the target, this performance is an improvement when compared with our performance in the final year of AMP7. The long, dry summer followed by winter freeze-thaw conditions (when temperatures fall then rise quickly, causing pipes to burst) created significant challenges for our network. Despite the rise in the number of incidents (such as burst pipes) compared with previous years, the average time supplies were lost per property has reduced. By focusing on our supply interruption plan and operational controls, we are helping to limit the effect this has on customers. We continue to use our fleet of alternative supply vehicles to help keep homes and businesses supplied by adding extra water into the network at times when supplies may be disrupted. Over the next four years, we expect to make further improvements and reduce the number and length of interruptions as we strengthen, replace and upgrade our water network.

We continue to supply a very high standard of drinking water and have delivered the first year of our water-quality improvement programme. We increased and improved our efforts to flush our mains network, which has helped reduce the amount of iron, aluminium and manganese in the water we supply, as well as the number of customer contacts about the taste, smell and appearance of their water. Water-quality performance is measured using the Compliance Risk Index (CRI), set by the Drinking Water Inspectorate. Our aim is always to achieve a perfect score of zero. In year one we scored 2.11, meaning we did not meet our target, but this is a significant improvement from last year when we scored 10.29. We also missed our target for reducing the number of customer contacts about the taste, smell or appearance of their water, recording 1.33 contacts per 1,000 people against a target of 1.12.

We achieved our strongest performance to date in reducing both internal and external sewer flooding, beating our targets in both areas. Most flooding incidents are caused by 'other causes' such as blocked or collapsed sewers. As well as responding quickly when there is a flooding incident, we are working to prevent incidents from happening in the first place. Our Dynamic Network Management programme uses sewer monitors to detect unusual conditions so we can investigate and fix issues early, before customers notice any effect on their service. This year, we estimate the programme helped prevent over 1,600 blocked sewers.

We are also continuing our 'Stop the Block' campaign, using a range of media to help customers understand what should and shouldn't be flushed down the toilet. As part of this, one of our new customer campaigns, 'Change the Cycle', encourages customers to wrap period products and put them in the bin instead of flushing them down the toilet, which could cause a blockage.

Since 2019, we've worked with more than 1,100 food service businesses to install grease-removal equipment, helping to keep fats, oils and grease out of the sewer network. You can read more about this campaign at unitedutilities.com/help-and-support/wastewater-services/stop-the-block.

We have also committed to aiming to deal with the cause of flooding the first time it happens, limiting the number of repeat incidents and developing a greater understanding of the root cause of flooding. This allows us to take action to prevent future incidents.

Flooding caused by hydraulic issues happens when the sewer system cannot cope with heavy rainfall. To help reduce this, we are working closely with developers and local authorities to reduce the amount of surface water that enters the network, and to support more sustainable development.

We have performed well in both C-MeX and D-MeX this year. Final industry positions will be confirmed later in the year, but we currently expect to be ranked seventh out of 17 companies on both measures.

Measures achieved

We have met two of our annual performance commitments for 2025/26, achieving the targets for both internal and external sewer flooding. The three customer experience measures (C-MeX, D-MeX and BR-MeX) are reported using an industry ranking, and do not have a target in the same way as other performance commitments.



2/5
measures
achieved



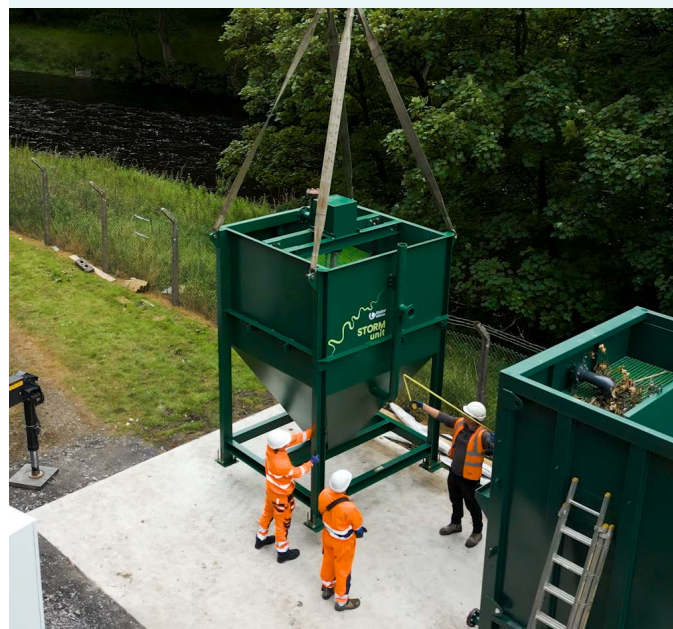
What do customers want?

Customers want us to protect and improve the natural environment by reducing pollution, cutting our carbon footprint and improving the health of our rivers and lakes.

To deliver this outcome, we will continue to reduce the levels of greenhouse gases released into the atmosphere (emissions) as a result of our work, helping the UK move towards its national net-zero targets. We will also continue to cut the amount of phosphorus that enters rivers from our wastewater treatment works to improve the quality of the water in our rivers and support healthier ecosystems. In the Lake District, we are taking a wider approach to protecting the environment through our Wonderful Windermere programme, working with partners to reduce the release of nutrients into Lake Windermere from various sources, improve water quality and protect it well into the future. Customers tell us this matters because a cleaner, greener environment supports wildlife, strengthens local communities and protects the landscapes they love for future generations.

Our performance commitments

- Biodiversity
- Operational greenhouse gas emissions (water)
- Operational greenhouse gas emissions (wastewater)
- Total pollution incidents
- Serious pollution incidents
- Discharge permit compliance
- Bathing water quality
- River water quality
- Storm overflows
- Embodied greenhouse gas
- Wonderful Windermere



What have we done?

The UK has committed to achieving net zero by 2050. This means that the total greenhouse gas emissions would be equal to the emissions removed from the atmosphere. To support this goal, we track three measures of greenhouse gases released as a result of our work. This year, we made great progress towards meeting our embodied carbon target for the end of AMP8. To achieve this target we need to use materials more efficiently, include energy-saving measures in our designs for buildings and projects, and choose low carbon alternatives for some of our most carbon intensive wastewater treatment projects.

The very dry weather early in the year meant we had to move more water around our region to protect supplies for customers and the environment. The extra energy needed to run our network in these conditions increased our emissions, meaning we did not meet our target for emissions from water assets. However, we met our target for emissions from our wastewater assets as we reduced our emissions by more than the performance commitment target.

While working on the Wonderful Windermere performance commitment, we're looking at the different sources of nutrients entering Lake Windermere (not including those from our assets). This will help to reduce the amount of phosphorus released from various places across the area, rather than focusing on one site or solution. In the first year of this programme, we met our performance commitment by reducing phosphorus levels by 12.57kg per year. This is an important early step in helping to protect and improve water quality in Lake Windermere. We also reduced phosphorus levels regionally by over 17% from a 2020 baseline and met our river water quality performance commitment target for 2025/26.

In year one, we narrowly missed our target for reducing spills from storm overflows, achieving a performance of 29.6 against our target of 26.35. Across the year, there were 60,843 spills from storm overflows – a 21.8% reduction compared with the previous year. We have focused on reducing spills by checking drainage systems in the area and carrying out a range of practical improvements. These include improving the performance of our water pumps, installing additional storm storage tanks, and tackling infiltration in the network. Together, these actions are helping us make steady progress in reducing the effect of storm overflows on the environment.

Improving biodiversity helps protect wildlife, reduces the risk of species becoming extinct, and makes our natural environment more able to cope with climate change and pressure on water resources. It also supports healthier ecosystems and provides real benefits for people's physical and mental well-being. This year, we carried out over 300 biodiversity baseline surveys to understand the current condition of habitats across our region. Over the next four years, we'll be working to increase biodiversity at sites across the North West. These surveys will allow us to measure the positive changes we make in the years ahead.



Across the North West, there are 25 designated coastal bathing-water sites and nine inland bathing-water sites. For the 2025 bathing season, 25 of these sites were classified as sufficient or better. Of these, 10 achieved a good rating and six were rated excellent, including four bathing-water sites at Windermere. However, nine bathing-water sites were classified as poor, which meant we did not meet our performance commitment target of 51.8%, achieving 45.8% instead.

We are one of many organisations that influence the quality of bathing water. Other factors such as farming, seabirds and pollution from others in the wider area also play a significant role. To better understand the effects of these factors, we are collecting additional samples and carrying out extra monitoring to pinpoint where pollution is coming from. The findings will help us strengthen and refine our action plans for each bathing-water site, making sure we focus on the areas that will make the biggest difference in future years.

We have continued with our overall improvement plan so that our water and wastewater treatment works meet the conditions of their Environment Agency permits, and we have put in place individual, highly focused plans for sites we consider to be at high risk of failing to meet these in the future. This year, 98.20% of treatment works met the conditions of their Environment Agency permits, against a target of 100%. This means that seven treatment works (out of a total 389) did not meet all the conditions of their permits. We carried out a detailed investigation for each of the treatment works to understand what caused them to fail, and we have put action plans in place to reduce the risk of similar failures in the future.

We remain committed to speeding up improvements in our pollution performance. Importantly, we recorded no category-1 pollution incidents, the most serious form of pollution. Despite a reduction in category-2 and category-3 pollution incidents compared with the previous year, we expect an overall penalty for 2025/26 for this measure. Initiatives and measures we have put in place throughout the year have helped to reduce the impact of pollution incidents, such as those caused by storms experienced in January 2025. However, overall, we did not meet the performance commitment target in year one of AMP8 for the number of category-3 incidents in 2025. Similarly, we did not meet the target of zero serious pollution incidents, as two category-2 incidents were reported. We delivered the remaining activities in our 2023 Pollution Incident Reduction Plan (PIRP) but know we have more work to do in this area. In March 2026 we provided an update to our PIRP which explained the measures we are committed to putting in place. You can read more about this plan at unitedutilities.com/corporate/responsibility/environment/reducing-pollution.

Measures achieved

We have achieved or are on track to achieve five of the 11 performance commitments in this outcome.

5/11
measures achieved





What do customers want?

Customers want us to use water responsibly by reducing the amount of water needed across homes, businesses and our network.

To deliver this outcome, we will:

- continue to promote water efficiency for business customers, helping them reduce their overall demand;
- support households to reduce the amount of water used per person; and
- reduce leaks so that less clean water is lost from our pipes.

Our performance commitments

- Leakage
- Per capita consumption
- Business demand



What have we done?

The average amount of water each person in our region uses each day is measured as 'per capita consumption' (PCC). We have met our PCC target this year, achieving 126.3 litres per person per day against a target of 126.8. Our water efficiency strategy is built around strong customer engagement, using a wide mix of communications and targeted campaigns to encourage households and businesses to use water wisely. This includes installing meters, repairing leaks, introducing initiatives to collect and store rainwater, and providing tailored help for vulnerable customers.

More customers than ever now have a smart meter, meaning we can identify unusual use quickly and take more effective action to reduce demand. We also started to install flow regulator equipment as a cost efficient way of helping people reduce the amount of water they use.

Our water efficiency programme delivered 23.66 ML/d of savings, supported by:

- 18,793 water saving visits;
- 299,255 customers receiving information about their water use;
- 6.8 million direct communications about usage, leaks and saving water; and
- 34,420 leaks successfully dealt with.

Together, these actions are helping customers reduce the amount of water they use while making the region's water supplies more sustainable.

Business demand is a new performance commitment for AMP8. It records the average volume of water used by non household customers and is measured in ML/d as a three year rolling average against a 2019/20 baseline. The commitment supports a long term balance of supply and demand, and reduces the amount of water taken from rivers and other water sources by encouraging businesses to use water efficiently.

During 2025/26, we delivered an estimated 9 ML/d of non household water savings through targeted, partnership led activity focused on customers and sectors with the highest levels of leaks and demand. This is compared with 4.2 ML/d of savings in the previous year. Working closely with water retailers allowed us to take co-ordinated action, avoid duplication of efforts and use shared data effectively. We targeted our action towards delivering leak-reduction measures that we know will work, and achieved the following savings.

- 5.690 ML/d from non household leaks successfully dealt with
- 1.246 ML/d from non household audits and water-efficiency visits
- 2.164 ML/d from action involving customers with high water usage (this saving was achieved by fixing major leaks)
- 0.001 ML/d from the agriculture sector, reflecting the introduction of a new service

Although we narrowly missed the year-one target for reducing business demand, our performance was close to the target (379.3 ML/d against 376.5 ML/d). Our performance in 2025/26 shows we are making meaningful progress in following targeted, partnership-led approaches and provides a strong platform for reducing non-household demand and improving our performance in future years.



During 2025/26, we delivered our biggest ever in year improvement for leaks, reducing the amount of water leaked over the year by 16.4 ML/d. We achieved this despite the challenging weather conditions that restricted our performance during the summer. This performance reflects a significant step up in our efforts and increased ability to detect and repair leaks and manage pressure.

We achieved these reductions through a programme of long-term activity, which included increasing our resources to detect more leaks, expanding our repair and maintenance workforce to allow us to deal with leaks quickly, and delivering an improved pressure management programme. We installed 1,500 intelligent pressure controllers, carried out more maintenance of existing pressure management valves, and installed new valves to manage pressure in the network and support our maintenance work. To support this change in the way we deliver our service, we completed around 1,000 repairs each week, representing a 60% increase in repairs compared with previous years.

While we delivered record in year reductions, our overall performance on leaks remained above the year one target, as we recorded 404.9 ML/d leaked against a target of 385.0 ML/d on a three year rolling average. Although the level of underperformance is significant, it reflects both the

stretching nature of AMP8 targets and the effect of weaker performance in earlier years within the rolling average. The scale of in year reduction achieved shows we are making meaningful progress and provides a strong platform for further improvement as we continue our programme of long-term activity in future years.

Looking ahead, we will continue to deliver our leakage strategy, which focuses on the theme of 'Prevent, Aware, Locate and Mend', and support the strategy by:

- replacing water mains;
- managing water pressure;
- adding more meters to the network;
- installing more smart meters;
- detecting and repairing more repairs; and
- using new technology, with more automated processes led by data we have collected.

Measures achieved

We have achieved one of the three performance commitments in this outcome.

1/3
measures achieved





What do customers want?

Customers want us to look after our pipes, sewers and treatment works so they can rely on our service every day.

To deliver this outcome, we will continue to:

- maintain and improve the condition of our underground water mains by repairing burst pipes quickly and effectively;
- reduce unplanned outages (loss of supply) at our water treatment works by keeping our assets that are above the ground in good condition and reducing unexpected failures that limit our ability to produce clean water; and
- prevent service disruption and environmental harm by reducing sewer collapses across our wastewater network.

What have we done?

Despite a challenging year of changeable weather (ranging from warm, dry spells to very cold, wet winters), we continued to deliver a strong performance in this area. We beat our target for burst mains, achieving 104.2 bursts per 1,000km of mains against a target of 111.3 per 1,000km of mains. We have been investing to make our water network stronger, with a particular focus on managing pressure and keeping the system as calm as possible. A calmer network helps reduce stress on pipes, which in turn lowers the likelihood of bursts. These improvements are already making a positive difference and will continue to support more reliable supplies for customers.

We beat our target for unplanned outage this year, with 1.34% of production capacity (the maximum volume of water that can be supplied) affected by unplanned events, compared with our target of 3.55%. To prepare for AMP8 and changes to industry guidance, we carried out a full

review of our processes and systems to identify better ways of working. A key part of this was creating our Unplanned Outage Steering Group, which focused on driving improvements across this measure. We have strengthened our ability to monitor and control outages, and teams across the business have been working together to share learning and best practice. Throughout year one, we also increased our efforts to make the best use of our regional network and maintain reliable supplies for customers. This included moving water to high-risk areas, investment in temporary and permanent engineering solutions, and increased pumping capability at our water treatment works. These improvements are helping us build a more resilient system and reduce the impact of unplanned outages on customers.

We outperformed our target for reducing sewer collapses this year, recording 12.39 collapses per 10,000km of sewer against a target of 12.94. We have increased the use of no dig repair techniques, which allow us to fix problems without major excavation. This not only reduces disruption to customers and stakeholders, but also helps prevent future collapses, making the network stronger.

We are also seeing real benefits from the Dynamic Network Management monitors we have installed across the sewer network. These monitors alert us when blockages start to form, allowing our teams to respond before customers are affected. When sewers become less overloaded because blockages are cleared early, the risk of wastewater escaping the pipe, which can eventually lead to the sewer collapsing, is reduced.

Measures achieved

We have achieved all three of the performance commitments in this outcome.

Our performance commitments

- Repairs to burst mains
- Unplanned outage
- Sewer collapses

3/3
measures achieved



Appendix one – How do underperformance and outperformance payments work?

In AMP8, we will be monitored across 25 different performance commitments. Each performance commitment is based on what matters to customers and stakeholders and will mean that we need to improve the level of service we provide. Each of these commitments has an incentive placed against the performance targets. For some performance commitments we can earn an outperformance payment (or reward) for great performance or have to pay an underperformance payment (a penalty) if we don't perform well. Outperformance and underperformance payments will be reflected in customers' bills. The table below shows the different types of incentives.

Incentive	Description
Underperformance	If our performance is worse than our target or deadband level (see below), we will pay an underperformance payment.
Outperformance	If our performance is better than our target or deadband level, we will receive an outperformance payment.

- Note:
- 1. A deadband is a buffer which means we don't pay a penalty or receive a reward as soon as we beat or fail targets. This helps make sure that we receive rewards for great performance and that we are not penalised for small underperformances which might be beyond our control.
 - 2. One performance measure – river water quality – is a reputational only measure. This means that underperformance or overperformance payments do not apply to this measure.



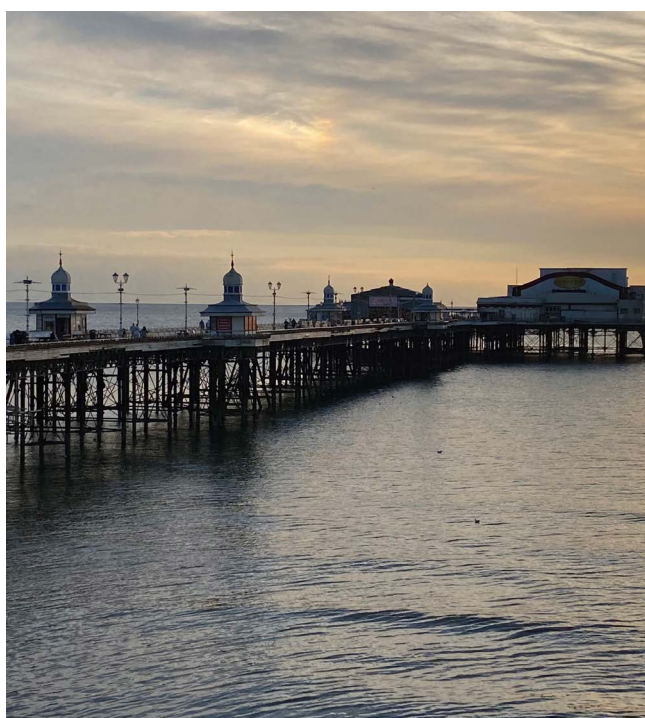
Appendix two – How our performance affects your bill (bill impact)

In-period adjustment – For most of our performance commitments, the penalties and rewards that apply as a result of our performance will be added up at the end of each financial year and reported in our Annual Performance Report.

End of period – For a small number of our performance commitments we measure and report our performance across the full five years of AMP8 and then work out whether we have met or failed our targets. Any penalties and rewards generated from these performance commitments will be added to or taken off customers' bills in AMP8.

Where there is a year-one target we have achieved or beaten 47% of our performance commitments. Our performance has generated financial penalties of £70.025 million and outperformance payments of £40.993. This means that the net underperformance payment for year one of AMP8 is expected to be £29.032 million.

Ofwat will now review our calculations and reported performance and will decide the final value of these payments for year one of AMP8. These will then be reflected in customers' bills in 2027/28.



Useful links

United Utilities Annual Performance Report 2025/6

► unitedutilities.com/globalassets/documents/pdf/annual-performance-report-2025-26

United Utilities Assurance Plan for our Annual Performance

► unitedutilities.com/corporate/about-us/performance/assuring-our-performance-2025-30

United Utilities Group PLC Integrated Annual Report and Financial Statements for the year ended 31 March 2026

► unitedutilities.com/globalassets/documents/pdf/integrated-annual-report-2026

Historic United Utilities Group PLC Annual Reports

► unitedutilities.com/corporate/investors/results-and-presentations/annual-reports

Pollution Incident Reduction Plan 2025

► unitedutilities.com/globalassets/documents/corporate-documents/pollution-incident-reduction-plan-2025.pdf

YourVoice website

► yourvoiceicg.co.uk

YourVoice statement 2025/26

► unitedutilities.com/globalassets/documents/pdf/apr-yourvoice-statement-2025-26

Discover Water – United Utilities performance compared with other water companies

► discoverwater.co.uk