

NORTHUMBRIAN WATER GROUP LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

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ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

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STRATEGIC REPORT

The Directors of Northumbrian Water Group Limited (NWG or the Company) are pleased to present their Strategic Report on the affairs of the Group and Company, along with their Directors' Report, the Independent auditor's report and the audited financial statements for the year ended 31 March 2026.

Principal activities

Northumbrian Water Group Limited

NWG owns a number of companies which, together with NWG, form the Group. The emphasis given to Northumbrian Water Limited (NWL) throughout this report, reflects its importance to the overall performance of the Group, although the Group's other operations also deliver an important contribution to the overall reported performance.

Northumbrian Water Limited

NWL's principal activities comprise the supply of potable and raw water in both the north east and south east of England and the collection, treatment and disposal of sewage and sewage sludge in the north east of England.

Water and wastewater contracts

NWG holds investments in a number of companies which operate wastewater contracts in Scotland.

Cautionary statement

This report contains certain statements with regard to the future operations, performance and financial condition of the Group. By their nature, these statements involve uncertainty, since future events and circumstances can cause results and developments to differ materially from those forecast. Such statements reflect knowledge and information available at the date of preparation of this report and the Company undertakes no obligation to update such statements. Nothing in this report should be construed as a profit forecast. Certain regulatory performance data contained in this report is subject to regulatory audit.

Business overview

NWG is the holding company of NWL and other companies, as reported above.

NWL is one of the 11 regulated Water and Sewerage Companies (WASCs) in England and Wales, operating in the north east of England, trading as Northumbrian Water, and in the south east of England, trading as Essex & Suffolk Water. In the north east, the business comprises the supply of both potable and raw water and the collection, treatment and disposal of sewage and sewage sludge, serving approximately 2.7 million people. In the south, NWL supplies water services to approximately 2.0 million people in Essex and approximately 0.4 million in Suffolk.

Future developments

NWL operates within a strict regulatory environment. The Water Services Regulation Authority (Ofwat) regulates prices and levels of customer service, the Drinking Water Inspectorate (DWI) monitors drinking water quality and the Environment Agency (EA) covers environmental protection. NWL's customers' interests are represented by the Consumer Council for Water.

Business objectives

NWL represents c.95% of NWG and the Board has chosen to invest in this type of asset group. The strategy of NWG is therefore consistent and materially influenced by NWL, which the NWG board wants to ensure is a 'national leader in the provision of water and wastewater services in line with its own vision' including ensuring that ongoing financial viability of NWL is in line with its Instrument of Appointment (Licence) obligations. NWG holds other investments and undertakes activities where those are complimentary to NWL and reflect a similar risk profile.

Performance measures

NWL uses a balanced scorecard of Key Performance Indicators (KPIs), reflecting its strategic themes. These are internal measures set at stretching levels so as to drive year on year performance improvements on a path to deliver its 'national leader' vision. This means that they are often more stretching than the regulatory Performance Commitments (PC). Following the review of the Short Term Incentive Plan (STIP) for NWL's Executive Leadership Team (ELT), by the NWL Remuneration Committee in 2020, 60% of the STIP relates to the achievement of balanced scorecard targets, delivering benefits for customers and the environment, and 40% relates to financial targets.

The balanced scorecard measures and targets, and performance against the targets in the year, are shown in the table below.

STRATEGIC REPORT (continued)

Performance measures (continued)

Scorecard measure	Performance 2024/25	Target 2025/26	Performance 2025/26	Achieved	% of total awarded	% of total STIP potential
Customer						
C-MeX (combined score)*	n/a	Top 2 company	1 st	Yes	5	5
Unplanned interruptions >3 hours (mm:ss per property)	4:40	<=4:45	6:35	No	-	5
Compliance risk index (number) ¹	10.94	<=3	3.9	No	-	5
Internal sewer flooding (number) ¹	136	<=143	72	Yes	5	5
Leakage – NW (Mld) ¹	117.1	<=110.4	110.1	Yes	2.5	2.5
Leakage – ESW (Mld) ¹	54.7	<=52.4	51.6	Yes	2.5	2.5
Environment²						
Storm overflows ¹	n/a	<=19.3	17.7	No	-	5
Discharge permit compliance (EPA)	97.2	100%	98.52	No	-	5
Pollution incidents category 1 & 2 ¹	0	0	2 (Cat 2)	No	-	5
Greenhouse gas emissions (ktCO ₂ e)	16.25	<=197	201.0	No	-	5
Competitiveness						
Group EBIT	Achieved	Budget	Achieved	Yes	20	20
Group distributions	Achieved	Budget	Achieved	Yes	20	20
People						
Employee engagement score (Trust Index) (%)	78	>=78	81	Yes	5	5
Lost time accidents (number)	15	<=6	6	Yes	5	5
Communities						
Ethisphere award	Awarded	Award	Not awarded	No	-	5
Total					65	100

* C-Mex is reported from 2025/26 as an overall customer experience measure. In previous years, we reported the Customer Service and Customer Experience components as separate metrics.

- Where stretching targets are set which are designed to achieve industry leading performance, the Remuneration Committee has agreed that if the target score is not achieved but actual performance is at an industry leading level and has shown an improvement on prior year performance, the target will be deemed to have been achieved.
- The Environment targets are only awarded if the Group achieves a 3* or 4* EPA rating for the year. 2025 EPA ratings have not been published at the time of reporting, therefore no award has been made against the Environment measures by RemCo.

The NWL Remuneration Committee will review the structure annually and may choose to revise the individual measures within the STIP to reflect appropriate performance objectives but the 60% weighting for customer-focused measures will not be reduced. A new gateway assessment was introduced for the STIP in 2023, requiring NWL to achieve a minimum of 3 star Environmental Performance Assessment (EPA) rating for the environmental measures to be awarded. The Environment Agency (EA) will not announce the Environmental Performance Assessment (EPA) results until the autumn and therefore any STIP award for environment related targets has been withheld until these ratings are finalised. No changes have been made to the overall structures of the STIP and LTIP for 2026.

The balanced scorecard targets for 2026/27 are shown in the table below, in accordance with the revised policy. These are internal measures and continue to be set at stretching levels so as to drive year on year performance.

STRATEGIC REPORT (continued)

Performance measures (continued)

Scorecard measure	Target	% of total STIP potential
Customer		
C-MeX combined score	Top 2 company	5
Leakage – NW (Mld)	<=110.4	2.5
Leakage – ESW (Mld)	<=52.2	2.5
Unplanned interruptions >3 hours (mm:ss per property)	<=4:43	5
Compliance risk index (number)	<=3	5
Internal sewer flooding (number)	<=135	5
Environment		
Storm overflows	<=18.39	5
Discharge permit compliance (EPA)	100%	5
Pollution incidents category 1 & 2	0	5
Greenhouse gas emissions (ktCO ₂ e)	<=195.881 ¹	5
Competitiveness		
Group EBIT	Budget	20
Group distributions	Budget	20
People		
Employee engagement score (Trust Index) (%)	>=78	5
Lost time accidents (number)	<=6	5
Communities		
Ethisphere award	Awarded	5
Total		100

To achieve the ‘national leader’ vision, NWL’s targets are often more stretching than the regulatory performance commitments. NWL have continued to achieve a high proportion of the targets reported in their balanced scorecard.

NWL, yet again, has achieved a significant portion of the targets outlined in the balanced scorecard. However they continue to challenge the position and improve further, investing heavily and working hard to further demonstrate its track record for protecting and enhancing the environment, with some of the highest standards for bathing water quality, the cleanest rivers, and the lowest levels of pollution.

NWL remains committed to delivering an unwavering commitment to delivering unparalleled customer experiences and to being the national leader in the provision of sustainable water and wastewater services. C-MeX is the water sector’s principal measure of household customer experience. It combines feedback from customers who have had recent contact with wider perceptions from a representative survey of customers. It therefore provides an important measure not only of service performance, but also of how customers feel about dealing with companies more broadly. NWL are delighted to report that they finished 1st overall in C-MeX in 2025/26, confirming their position as a sector leader for customer service. This continued strong performance reflects the commitment of colleagues across NWL who work every day to put customers first, resolve issues quickly and communicate clearly when customers need them.

Developer Measure of Experience (D-MeX) measures the service that NWL provides to developer services customers, including property developers, self-lay providers and those with new appointments and variations. In 2025/26, NWL finished 4th overall, meeting their target of at least median performance. This compares with 3rd place in 2024/25 and remains a strong overall position. The reduction in score was driven mainly by price increases, which affected many water companies, alongside a change in survey methodology, including the introduction of email responses, which typically score lower than telephone surveys. NWL continue to focus on improving the end-to-end developer customer journey.

STRATEGIC REPORT (continued)

Performance measures (continued)

BR-MeX was introduced in 2025/26 as a new measure of business customer and retailer experience. It brings together three components: B-MeX, which measures non-household customer experience; R-MeX, which measures retailer experience; and the Market Performance Framework, which assesses specific areas of market performance. In the first year of BR-MeX, NWL finished 3rd overall, meeting their target of at least median performance. This reflected strong performance across the year, particularly in B-MeX, where customers rated NWL highly and they finished 2nd overall. They also finished 1st for B-MeX in the final quarter, achieving their strongest quarterly score of the year.

Providing reliable water supplies and minimising disruption for customers remains one of NWL's most important operational responsibilities. In 2025/26, NWL's performance on water supply interruptions was 6 minutes and 35 seconds per customer, measured as the average time lost across its customer base for interruptions lasting three hours or more. This represents another year of strong service performance and reflects the resilience of its network and the focus they place on maintaining dependable day-to-day supplies for customers.

Preventing sewer flooding, particularly internal sewer flooding where wastewater enters a customer's home or business, and reducing the disruption and distress these incidents can cause customers remains one of NWL's major priorities. Internal sewer flooding is one of the worst performance failures that customers can experience. In 2025/26, NWL's performance was 0.54 incidents per 10,000 wastewater connections, equivalent to 72 incidents. This was materially better than the target of 1.54 and represents a further 47% reduction compared to the previous year, when performance was 1.03 incidents per 10,000 connections, equivalent to 136 incidents. NWL continue to be a leading company in this area.

Providing clean, safe drinking water and maintaining the confidence customers place in the quality of its water remains fundamental to NWL's purpose. Performance is measured through the Compliance Risk Index (CRI), which assesses water quality across the source-to-tap journey, including treatment works, networks and customer taps. It is an important measure of compliance and operational control across the full drinking water system, with lower scores indicating better performance. In 2025/26, NWL's CRI performance was 3.90. This represented a significant improvement on the previous year, but did not meet its target level or the standards NWL expect of themselves. While performance improved, we recognise further progress is required and NWL continue to work closely with the Drinking Water Inspectorate (DWI) to deliver sustained improvement.

Reducing storm overflow spills and improving river and coastal water quality are a priority for NWL. Many storm overflows are designed and built as part of combined sewer systems, which carry both wastewater and rainwater. They operate during periods of heavy rainfall to protect homes and communities from flooding, but reducing their use and environmental impact is a major focus for the sector.

During 2025/26, Event Duration Monitoring (EDM) data showed average storm overflow spills reduced to 17.70 spills per overflow, compared with 26.3 in the previous year and better than our target of 19.33. Total spill numbers also reduced significantly, from 40,792 to 27,756. This represented strong progress and reflects the benefits of continued investment, operational focus and smarter network management. EDM monitor operability was slightly below target during the year, which contributed to a small penalty under the performance commitment.

NWL continued to invest significantly in wastewater infrastructure, storage, monitoring and maintenance activity designed to reduce infiltration, increase capacity and improve resilience during wet weather events. This includes targeted interventions at priority sites and across catchments where improvements can have the greatest impact.

Preventing pollution incidents is fundamental to responsible water and wastewater operations. Pollution events can affect rivers, land, wildlife and communities, and every incident matters. NWL's approach combines prevention, rapid response, root cause analysis and learning to reduce risk over time.

During 2025/26, total wastewater pollution incidents increased to 151 compared with 117 incidents in 2024/25. Two wastewater pollution incidents were classified as Category 2 serious pollution incidents, subject to ongoing validation by the Environment Agency. NWL continued to record zero serious clean water pollution incidents, a position maintained since 2020.

STRATEGIC REPORT (continued)

Performance measures (continued)

NWL were disappointed by this deterioration in performance and recognise clearly that it needs to improve. Sewage treatment works and sewage pumping stations were the main asset types contributing to their 2025 performance, accounting for 38% and 33% of incidents respectively. External power interruptions, including power dips and outages that typically occur during storms, remained a significant root cause, accounting for 18% of all events and 46% of sewage pumping station events. The increase also reflects increased Environment Agency oversight and inspection activity during 2025, particularly towards the end of the year as the sector prepared for formal methodology and reporting changes taking effect from 1 January 2026. Strengthening resilience at critical sites is therefore an important AMP8 priority, supported by investment in standby generation and wider asset upgrades to reduce future risk.

Reducing greenhouse gas emissions and adapting to climate change are central to the long-term resilience of NWL. Climate change affects water availability, drought risk, flooding, storm intensity, treatment processes, asset health and customer demand across the regions. At the same time, NWL's own operations use energy and generate emissions that must reduce over time.

During 2025/26, the way NWL report greenhouse gas emissions changed as they moved into AMP8. Their regulatory performance commitments now cover a wider scope and they report water and wastewater emissions separately. Emissions from water activities were 109,700 tonnes CO₂e, compared with a target of 99,645 tonnes CO₂e, largely reflecting the operational impact of dry weather during the summer. Emissions from wastewater activities were 91,300 tonnes CO₂e, compared with a target of 97,380 tonnes CO₂e, meaning NWL outperformed this measure.

NWL's Innovation Festival continues to be a flagship part of their innovative approach. Since launching in 2016, the festival has welcomed more than 24,000 attendees from over 6,000 organisations, spanning more than 40 countries and more than 45 sectors. Participants have taken part in 295 innovation sprints and hacks, helping progress more than 350 ideas with the potential to improve NWL's business, the wider sector and society.

Creating a workplace where people feel valued, trusted and motivated to give their best remains central to our long-term success. High levels of engagement help them attract and retain talented people, build capability and deliver better outcomes for customers and communities.

During the year, we were proud our Great Place to Work employee survey showed a further increase in engagement, with the Trust Index increasing to 81%, exceeding both our target and previous year score of 78%. We were also ranked 28th in the Super Large Organisations category in the UK's Best Workplaces 2026 list. This reflects strong levels of colleague trust, pride and engagement, and demonstrates the strength of our culture and the commitment colleagues feel to the work they do and the communities they serve.

We were also recognised as one of the UK's Best Workplaces for Women for the fourth consecutive year, reinforcing the progress we continue to make in creating an inclusive and supportive working environment.

We want NWG to be a place where everyone feels respected, represented and able to succeed. Creating an inclusive workplace remains a strategic priority and an important contributor to colleague engagement.

During the year, we began refreshing our TIDE (Together for Inclusion, Diversity and Equity) strategy, setting out the next phase of our inclusion, diversity and equity ambitions to 2030. The strategy includes ambitions for new hires, including 40% female hires, 7% of new hires from ethnic minority backgrounds and 6% of new hires declaring a disability by 2030. It also strengthens business-area action plans, inclusive recruitment and external benchmarking of progress.

The safety of our people and everyone affected by our operations remains our highest priority. We work in operational environments that can involve significant hazards, making strong health and safety performance essential.

During 2025/26, we recorded 6 lost time accidents (workplace injuries resulting in an employee being unable to work for at least one scheduled shift or day). One injury is one too many and we remain focused on continuous improvement in safety performance.

Our approach is built on visible leadership, personal responsibility and learning from experience, underpinned by our commitment that everyone should return home safe every day.

Strong communities are built through collaboration. NWL work closely with local authorities, charities, environmental organisations, developers and community groups to understand priorities and deliver shared outcomes.

STRATEGIC REPORT (continued)

Performance measures (continued)

This partnership approach is particularly important as communities respond to long-term challenges such as climate change, flooding risk, housing growth and affordability pressures. By planning ahead and working with others, NWL can help ensure their services continue to support sustainable and resilient communities.

NWL colleagues continue to make a positive difference through volunteering, fundraising and practical support for local causes.

Through Just an Hour, colleagues are given paid time to volunteer in support of charities, schools, environmental projects and community organisations. During the year, colleagues supported almost 1,000 charitable and community causes, completing more than 3,300 volunteering activities across their regions.

SECTION 172 STATEMENT

The Board of Directors believes that considering our stakeholders in key business decisions is not only the right thing to do but is fundamental to our ability to drive results over the longer term.

The Directors of the Company are bound by their duties under the Companies Act 2006 to promote the success of the Company for the benefit of its members as a whole. In doing so, however, the Directors must have regard to the interests of our stakeholders to ensure the long-term success of the Company. The Board is therefore responsible for ensuring that it fulfils its obligations to those impacted by our business, in its stakeholder consideration. This Section 172(1) statement sets out how the Directors have had regard to the matters stated in section 172(1)(a) to (f) of the Companies Act when performing their duties over the course of this year and provides some examples of how each of our key stakeholders have been considered and engaged.

The likely consequences of any decision in the long-term – s172(a)

The nature of the business of the Group's main trading subsidiary, NWL, with its pricing and activities regulated by Ofwat, the Environment Agency and the Drinking Water Inspectorate, requires that the Board always considers the longer-term consequences of our decisions, and this is enshrined in the Purpose, Vision and Values of NWL.

This long-term perspective underpinned NWL's Board's strategy for the PR24 Business Plan, which set out ambitious goals in respect of achieving net zero carbon and delivering reliable and resilient services for future generations.

A significant matter considered by the Board during the year was the conclusion of the CMA's redetermination of the 2025–30 price review. The Board assessed the implications of the CMA outcome for customers, investors, employees and the environment, including NWL's ability to deliver its investment commitments relating to resilience, environmental performance and service improvements. Following careful consideration, the Board concluded that accepting the CMA determination would provide the regulatory certainty required to support delivery of NWL's AMP8 programme and long-term strategic objectives.

The Board sets the Group's high level vision, values and strategy and ensures compliance with Group policies and legal and regulatory obligations. Within this framework, NWL operates as a standalone company and its strategy is determined by the NWL Board. During the year, decisions referred up to the NWG Board or its Standing Committee included a number of contract approvals, board reserved matters and terms of reference of board committees and sub-committees, the annual approval of the Group's Modern Slavery and Human Trafficking Statement, the 2026 Health, Safety & Security Plan, and a revised Treasury Risk Management Policy.

The Board closely monitors the financial position of the business through a rolling five year plan whilst also considering longer-term financial resilience over an extended time horizon

The Board, through its Audit, Risk & Assurance Committee (ARAC), monitors the principal risks and uncertainties facing the business including longer-term strategic risks. A detailed review of emerging risks is carried out each year, most recently in February 2026, which considers horizon scanning reports from external sources. The principal risks and uncertainties are reported on page 14.

The Board considered and satisfied themselves that there was appropriate clarity, transparency and structure in relation to the risks, given their potentially far-reaching impact on the future success of the Group in the long-term.

The interest of the company's employees – s172(b)

The Group's employees are essential to everything it does and achieves and their commitment to the Group's purpose and values is critical to the Group's long-term success. The vast majority of the Group's employees are employed by NWL, but certain other subsidiaries of the Company also have employees.

STRATEGIC REPORT (continued)

SECTION 172 STATEMENT (continued)

The health, safety, and wellbeing of employees is a fundamental area of focus and is a primary matter considered by directors of relevant Group companies at board meetings and board discussions centre around any lost time accidents or high-risk incidents and the learning points taken from them as well as performance against leading and lagging indicators.

Confidential, truthful employee feedback on what it is like to work for NWL through our annual colleague engagement survey is always encouraged. Employee feedback has provided the Board with insight and challenge and has allowed employee interests to remain a priority when considering key concerns. To further support our colleagues to share their views and report any concerns, we have continued to promote our 'Safe to Say' initiative to ensure that we have robust processes and channels so that colleague voices can be heard and acted upon, and to help us to strengthen our transparent and inclusive culture. We welcome the increased usage of our 'Safe to Say' reporting facility and have continued to investigate and respond to concerns raised promptly. We continue to monitor the engagement statement relating to Safe to Say in our most recent colleague survey, which confirmed that 89% of colleagues agree that "It's Safe to Say here - I can raise a concern about culture or behaviours, no matter how big or small" (+4pp vs previous year). This demonstrates the confidence of the majority of our employees to speak up when they have concerns.

Regular updates are provided to the NWL Board and its Environment, Social and Governance and Audit Committees on culture, engagement, diversity and inclusion, gender pay gap and employee pay.

It is vital that we have a diverse workforce, thriving in an inclusive culture. The Board supported the launch of NWL's first Diversity and Inclusion Strategy in October 2022. The Strategy explains why NWL needs to be more representative of our customers and the value of ensuring that all our colleagues are included in our inclusion objectives. The Strategy is refreshed for 2026, documenting progress to date with clearly stated ambitions which are to be measured by the end of 2030.

NWL has continued to strengthen its external employer reputation through the Great Place to Work Institute, achieving a ranking of #28 in the 2026 UK Best Workplaces™ (Super Large category), improving from #36 in 2025. Performance has been consistently strong across key people priorities, with repeated recognition for development, wellbeing and gender equality, including a top 25 ranking for Best Workplaces for Women and sustained inclusion among the Best Workplaces for Development and Wellbeing. NWL has also maintained sector leadership, ranking in Construction, Engineering & Property in 2024 demonstrating sustained progress and competitive positioning as an employer of choice.

This is in recognition of NWL's colleague health and wellbeing offering, which includes its award-winning 'Living Well' hub – a digital one stop shop for wellbeing, sports and social clubs, wellbeing webinars, flu vaccinations and cancer screening, digital GP service and our colleague-led support networks, which champion and support employees from under-represented backgrounds. NWL has achieved Ambassador status for our Better Health at Work Award, which recognises the efforts of employers in the North East and Cumbria in addressing health issues within the workplace.

The Board encourages the ambition to support the diverse needs of employees and ensure everyone goes home safe every day, no matter who they are, or what their role is.

The need to foster the company's business relationship with suppliers, customers and others – s172(c)

Engagement with customers and other stakeholders is fundamental to the development of our strategy and plans.

The Board encourages the Group to work collaboratively and ethically with suppliers. NWL's everyday business relationships are managed by the NWL Executive Leadership Team under the supervision of the NWL board and other relationships relevant to the businesses of other Group companies are managed by the relevant management teams with oversight by the boards of directors of those companies.

The Board is cognisant of the impact its decisions have on suppliers to its Group's businesses, under matters reserved for the Board and terms of reference of its Committees, the Board or its appropriate committee must approve contracts with suppliers above a certain value, which ensures that there is the appropriate level of oversight of these key contracts.

Each year the Board also approves its Slavery and Human Trafficking Statement for the Group, which details the steps that have been undertaken to ensure that slavery and human trafficking is not taking place in any part of the Group's business or supply chain.

The impact of the company's operations on the community and the environment – s172(d)

The Group's interaction with and impact on the communities its businesses serve and the environment are of particular interest to the Board.

STRATEGIC REPORT (continued)

SECTION 172 STATEMENT (continued)

NWL's Purpose, Vision and Values are clearly defined and understood inside and outside of the NWL. Together they drive a strong positive culture, which is evidenced by an employee trust score of 81% (2024: 78%) in the 2025 Great Place to Work Survey.

Whilst ESG matters have always been central to how the Group operates, in 2024 the NWL Board formalised NWL's commitment in this area at Board level by establishing an ESG Committee (ESGC). This Committee has met regularly since that date and has oversight of, and responsibility and specific duties for, the ESG aspects of NWL's organisation to ensure that it operates ethically and transparently.

As part of its oversight duties, the ESGC ensures that NWL practices align with regulatory requirements and stakeholder expectations that risks related to ESG factors are identified and mitigated and formally reported to the NWL Board on ESG issues and escalated to the NWG Board where appropriate.

As a water and wastewater operator, the water environment is at the heart of everything we say and everything we do as a business. However, our care and respect for our natural environment goes far beyond any regulatory requirements. We are proud of the level of environmental investment NWL committed to in its current five-year investment period, but we understand that times and expectations have changed. Our challenge now is to demonstrate how we can do even more to restore and regenerate our natural environment, and NWL's Environment Strategy sets its long-term environmental ambition for this. Further information can be found on our website at www.nwg.co.uk.

NWL's 2025-30 plan includes £1.7 billion for the environment, with around £1 billion for storm overflows. We'll reduce nutrient pollution, boost biodiversity, and monitor rivers for future improvements, focusing on sustainable solutions and partnerships to protect and restore nature.

We also play an active role in our communities, supporting them through charitable endeavours and generating a positive impact on our communities worldwide. Our business relies on resilient communities; we have extensive experience of making a difference in the communities we serve, both locally and internationally. As we have done for many years, we reinvested at least 1% of our profits into our communities, through activities such as our employee donation programme, Cheque it Out, and our funding programmes Branch Out, and our Community Foundations.

The Group, through its subsidiaries, also plays an active role in our communities, supporting them through charitable endeavours and generating a positive impact on our communities worldwide. The Group's businesses rely on resilient communities and have extensive experience of making a difference in the communities they serve, both locally and internationally. The success of NWL's 'Bin the Wipe' campaign and the support it has generated from customers, regulators, and stakeholders (including members of parliament) has led to a national campaign, which was adopted by the UK water and wastewater industry, as well as the industry body, WaterUK.

The desirability of the company maintaining a reputation for high standards of business conduct – s172(e)

Through both the Audit Committee and the R&CSC, the Board continued to monitor and satisfy itself that required behaviours were understood and that business conduct and ethics guidance was observed.

Additionally, the Board also considered lessons that could be learnt from public criticism of other utilities arising from their failings in relation to incidents in which they were involved (both safety and climate related) so as to inform future thinking and strategy impacting customers, communities, and the environment.

The Directors recognise the requirement for members of its Group, and, in particular, for NWL as a leading company operating in a tightly regulated sector and running a critical public service, to maintain the highest standard of business conduct.

NWL adheres to Ofwat's Board leadership, transparency and governance principles, subject to the exceptions the NWL board has noted. NWL also operate in accordance with the Wates Corporate Governance Principles for Large Private Companies and compliance with the principles is explained in NWL's annual report and financial statements.

The Company has robust risk management and internal control processes, which are reviewed by the Board or the ARAC. The ARAC is responsible for controlling oversight of the Company's systems for managing compliance, fraud, anti-bribery, whistleblowing and of the internal audit function, and making appropriate recommendations on policy and actions to the Board.

Through the ARAC and NWL's R&CSC, the Board continued to monitor and satisfy itself that required behaviours were understood and that business conduct and ethics guidance was observed.

STRATEGIC REPORT (continued)**SECTION 172 STATEMENT (continued)**

The need to act fairly as between the members of the company – s172(f)

The composition of the Board is detailed on page 16.

The relationship between the Company's shareholders, and their respective rights, are governed by private agreement. The Board does not afford any one shareholder or group of shareholders any special rights or privileges and seeks to always act fairly between them and treat them equally, including ensuring that there are procedures in place to address any conflicts of interests that could arise and ensuring equal access to information.

All Directors receive a monthly report from the CEO detailing the performance of the business covering a range of management information that includes although is not limited to, customer experience, financial updates, capital investment, operations, health and safety, regulation, commercial activity and corporate affairs.

S172 Dutv

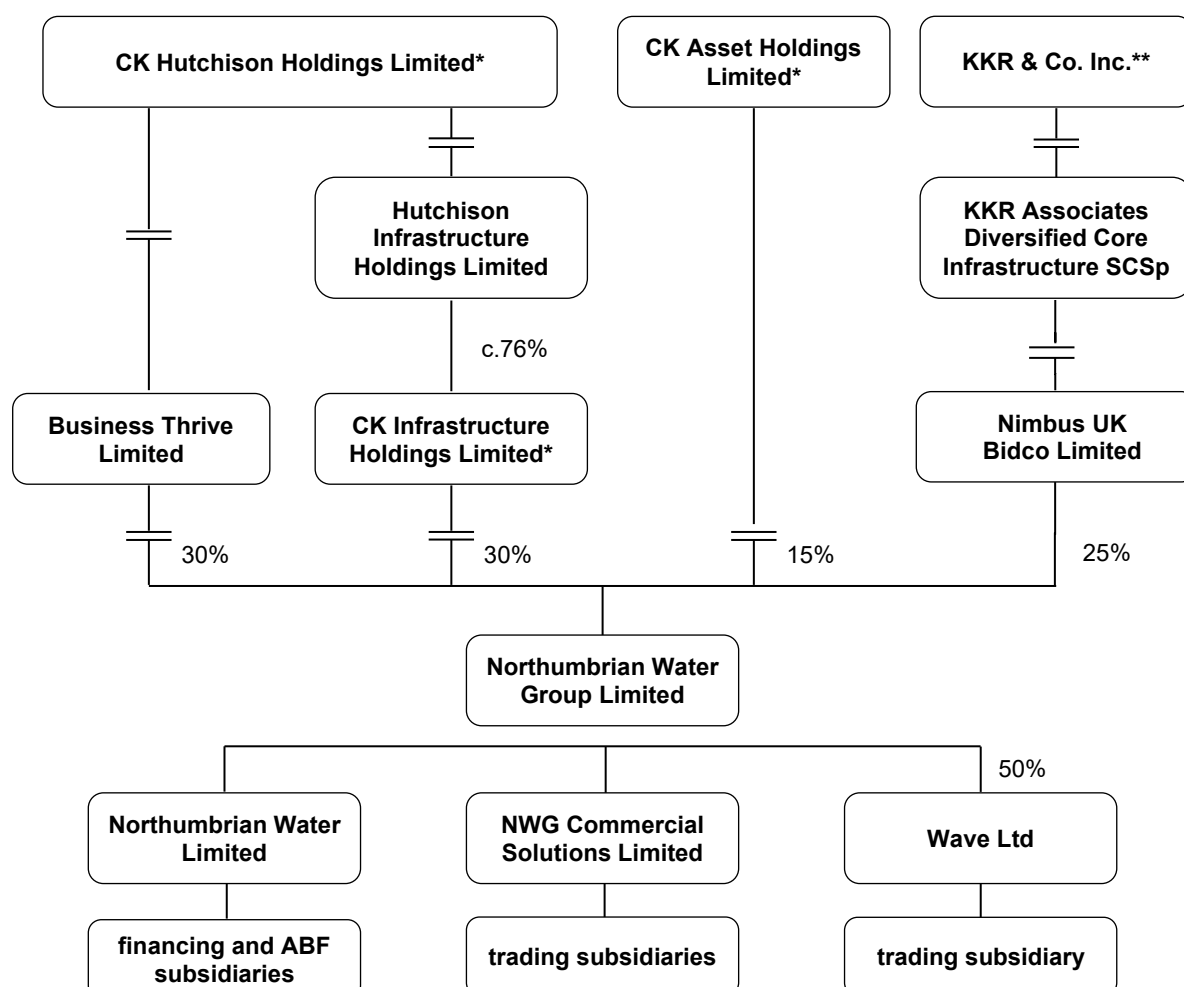
The Directors of NWG consider, both individually and together, that they have acted in a way they consider, in good faith, would most likely be to promote the long-term success of the Company for the benefit of its members as a whole and having regard (amongst other matters) to factors (a) to (f) s172(1) Companies Act 2006, in the decisions taken during the year ended 31 March 2026.

Financial performance and structure

Group structure

In addition to NWL, NWG has one other direct subsidiary, NWG Commercial Solutions Limited (NWGCSL), which acts as a holding company for non-regulated trading companies. NWG also directly owns 50% of a joint venture company, Wave Ltd (Wave) which, through its trading subsidiary, carries out non-household retail activities in England and Scotland.

The chart below shows the summarised corporate structure of the Group. The chart shows the principal intermediate holding companies, which are wholly owned unless otherwise shown.



* Companies listed on The Stock Exchange of Hong Kong Limited

** Company listed on the New York Stock Exchange

STRATEGIC REPORT (continued)

Financial performance

During the year, the Competition and Markets Authority (CMA) concluded its redetermination of the 2025–30 price settlement. The Board considered the CMA process carefully, after Ofwat's Final Determination and in light of the Company's view that some important areas, particularly around storms, asset health and resilience, had not been adequately reflected. The conclusion of the CMA's review provides greater clarity as NWL moves forward with delivery of its plans.

In addition to the balanced scorecard, the Group uses a range of financial indicators to monitor performance, which focus on the financial covenants underpinning the Group's private placement and committed bank facilities at NWL, which are reported to each Board meeting. The targets for NWG represent an Event of Default and for NWL a Lock-Up Test for distributions. For the Group, these financial KPIs, shown below, remained better than the target for the year. NWL's interest cover ratio increased from 3.0x to 3.4x.

KPI	Performance				Target	
	2024/25		2025/26		2025/26 & 2026/27	
	NWG	NWL	NWG	NWL	NWG	NWL
Gearing: net debt to RCV (%)	76.5	71.4	64.6	60.4	≤80.0	≤77.5
Interest cover (times)	2.9	3.0	3.2	3.4	≥2.2	≥2.4

NWL's Regulatory Capital Value (RCV), on which our allowed regulatory revenue is based, increased to £6,620.3m at 31 March 2026, from £5,805.0m at 31 March 2025, reflecting high levels of CPIH and RPI indexation.

Review of consolidated performance

NWG

Revenue for the year ended 31 March 2026 was £1,191.4m (2025: £1,041.0m), an increase of £150.4m, of which £164.0m was at NWL and is detailed below. Income from the Group's water and wastewater contracts reduced by £13.7m, due to the cessation of the Republic of Ireland contract and the disposal of the subsidiary holding the Gibraltar contract, AquaGib Limited (AquaGib) which both occurred in the prior year.

Operating costs increased by £54.2m for the year ended 31 March 2026 at £809.2m (2025: £755.0m), which principally reflected movements at NWL (£71.9m), which are detailed below. Operating costs for the Group's water and wastewater contracts were lower than the prior year with a reduction of £13.5m. This principally reflects the contract cessation and subsidiary disposal referenced above. Other items include a loss on disposal of AquaGib of £4.1m in the prior year.

Group EBITDA increased by £112.5m to £564.6m (2025: £452.1m), principally reflecting the benefit of higher allowed revenues following the CMA Final Determination and the commencement of AMP8. The increased EBITDA supports the delivery of the Group's substantial capital investment programme and continued investment in service and environmental improvements.

Group EBIT increased by 33.6% to £382.2m (2025: £286.0m), principally reflecting higher revenues under the AMP8 price control, partially offset by increased operating expenditure and depreciation associated with inflation and continued investment in the business.

Share of profit in respect of jointly controlled entities for the year ended 31 March 2026 was £4.3m (2025: £2.8m). The increase in profit principally reflects the underlying trading performance at Wave.

Net interest payable was £210.3m for the year ended 31 March 2026 (2025: £175.9m). The increase of £34.4m was principally as a result of higher accretion on index-linked bonds due to higher inflation during the year (£12.7m), together with additional interest costs due to increased levels of debt.

The Group's profit before tax for the year ended 31 March 2026 was £176.2m (2025: £112.9m). The current tax charge for the year ended 31 March 2026 was £3.9m (2025: £3.1m). The increase of £0.8m reflects a decrease of £0.5m in the current year charge and an increase of £1.3m in the prior year tax charge. The current year increase in the current tax charge arises mainly as a result of the recognition of tax charges in respect of RDEC claims. The deferred tax charge for the year ended 31 March 2026 was £41.0m (2025: £26.4m). The increase is £14.6m, of which £26.1m arises across the deferred tax on accelerated capital allowances offset by decreased charges/increased credits of £6.7m in respect of deferred income and £2.4m on pensions. The remaining difference is made up of smaller differences across other deferred tax categories. The Group's profit before tax has increased in the current year and, as such, the amount of capital allowances required to be claimed by the Group has increased which has resulted in a deferred tax charge in the current period in respect of accelerated capital allowances. Further details of the net tax charge are provided in note 8 to the financial statements. The Group's profit after tax for the year ended 31 March 2026 was £131.3m (2025: £83.4m).

STRATEGIC REPORT (continued)

Financial performance (continued)

Total intangible asset additions for the Group for the year ended 31 March 2026 were £8.4m (2025: £11.1m) and total fixed asset additions for the year ended 31 March 2026 were £604.3m (2025: £595.5m), representing capital investment to maintain and enhance the Group's asset base.

NWL

Revenue was £1,170.5m for the year ended 31 March 2026 (2025: £1,006.5m). The increase of £164.0m was primarily driven by an increase in combined household and non-household water and wastewater revenue, reflecting higher allowed revenues under the new AMP8 price control.

Operating costs, including capital maintenance costs for the year ended 31 March 2026 were £787.0m (2025: £715.1m), an increase of £71.9m. The most significant area of increase related to employee costs, reflecting increased resourcing to support delivery under AMP8 and inflationary salary increases, as well as an increase in other operating costs. In addition to other inflationary cost increases, depreciation charges have increased reflecting the ongoing level of capital investment.

During the year, NWL invested £0.8m (2025: £0.8m) in research and development.

Profit before interest for the year ended 31 March 2026 was £383.5m (2025: £291.4m). Total fixed asset additions for the year ended 31 March 2026 were £612.6m (2025: £606.6m), including intangible asset additions of £6.4m (2025: £11.1m).

Water and wastewater contracts

The Group's water and wastewater contracts in Scotland are performing well and are broadly in line with expectations. Revenue for these contracts was £20.4m for the year ended 31 March 2026 (2025: £34.1m). Profit before interest was £1.8m (2025: £2.0m).

The Republic of Ireland contract ceased during the previous year and the Group also disposed of its 67% interest in AquaGib during the previous year for a consideration of £7.5m.

We remain compliant with all environmental and effluent compliance requirements at the two Scottish PFI contracts at Meadowhead and Levenmouth.

Dividends

No final dividend was paid for the year ended 31 March 2025. For the year ended 31 March 2026 the Board approved payment of an interim dividend of £44.3m and, after the balance sheet date, a final dividend of £53.5m. Further information is provided in note 9 to the Financial Statements.

Accounting policies

The financial statements have been prepared in accordance with United Kingdom adopted international accounting standards.

Capital structure, liquidity and credit rating

The majority of the Group's financing activities are undertaken within the NWL group of companies given the significance of its operations to Group activities.

In October 2022, the Group established a £6bn European Medium Term Note (EMTN) programme enabling more regular and efficient issuance of bonds. Up to and including the balance sheet date, a total of £1.6bn had been issued from the programme, leaving £4.4bn in remaining capacity.

In June 2025, the Group signed a £50m 3 year term loan with one of its relationship banks, the proceeds of which were received in September 2025. In October 2025, the Group issued a £300m 6¾ year public bond under Northumbrian Water Finance plc's EMTN programme, the proceeds of which were received in the same month.

On 31 March 2026, NWG received a £400m equity injection from its shareholders. The proceeds were then further injected into NWL via a purchase of new shares.

STRATEGIC REPORT (continued)

Capital structure, liquidity and credit rating (continued)

At the balance sheet date, the Group had a committed revolving credit facility (RCF) of £600m for the purpose of maintaining general liquidity, maturing April 2028. At 31 March 2026, £600m of this facility was undrawn (31 March 2025: £375m).

After the balance sheet date, a request to exercise a 1 year extension option for the RCF was submitted to the Group's relationship banks which, if accepted, would extend the final maturity of the RCF to April 2029. A further option to extend the RCF maturity to April 2030 remains and expires in October 2027.

NWL has maintained its strong investment grade credit ratings and following the balance sheet date saw both its negative outlooks resolved due to the £400m equity injection. Moody's removed its negative rating for NWL and affirmed its long-term issuer rating of Baa1 in April 2026. Fitch then removed their negative outlook and affirmed NWL's senior unsecured debt rating at BBB+ in June 2026.

Treasury policies

The Board sets high level objectives for the financing strategy of the Group which is determined within treasury policies set by the Board. The Group treasury function carries out treasury operations on behalf of all Group companies and its main purposes are to assess the ongoing capital requirement, maintain short-term liquidity, ensure access to medium term committed back up facilities, and to raise funding, taking advantage of any favourable market opportunities. It also invests any surplus funds the Group has in accordance with the Group's treasury policy. On occasion, derivatives are used as part of this process, but the Group's policies prohibit their use for speculation. The detailed financing strategy and dividend policy at NWL is determined independently by the NWL board. However, NWL's financing strategy is aligned to the Group.

PRINCIPAL RISKS AND UNCERTAINTIES

The Group requires all Group companies to identify and assess the impact of risks to their business using a standard risk model. The Group's view of acceptable risk is based on a balanced view of all of the risks in the operating environment and it aims to ensure an appropriate balance between risk aversion and opportunities.

The Board sets the tone for risk management within the Group and determines the appropriate risk appetite. It monitors the management of fundamental risks and approves major decisions affecting the Group's risk profile. The Board is supported in this by the ARAC from which it receives regular and detailed reports. At NWL, the ELT reviews the approach to risk management in detail every year and reviews the significant risks every month. Any issues are reported by the Chief Executive Officer (CEO) to the boards of NWL and NWG. NWG's ELT implements policies on risk management and internal control.

Apart from NWL, none of the Group trading companies have risks considered to be significant to the Group's short and long-term value.

The system of internal control incorporates risk management. It encompasses a number of elements, including policies and procedures, business planning and budgeting and the maintenance of a risk management framework, which together facilitates an effective and efficient operation, enabling the Group to respond effectively to a variety of challenges.

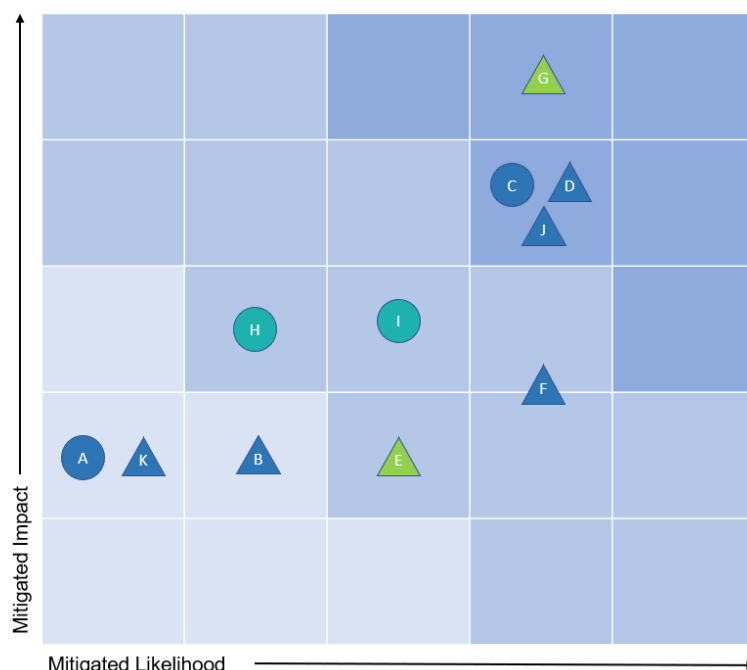
The ARAC, on behalf of the Board, carries out a robust assessment of the principal risks facing the Group, including emerging risks that would threaten its business model, future performance, solvency or liquidity, taking account of both the highest rated risks on our Corporate Risk Register and the Strategic Risk Register identified by the Board sub-group. A detailed review of the emerging risks is carried out each year, most recently in February 2026, which considers horizon scanning reports from external sources. The conclusions of this assessment are summarised on the heat map below. This shows the current exposure of each of the principal risks and an indication of whether the risk is increasing, stable or reducing.

STRATEGIC REPORT (continued)

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

- A. Health & Safety
- B. Customer / stakeholder trust & confidence
- C. Water service failure
- D. Wastewater service failure
- E. Cyber security / Information management
- F. Effect of climate change
- G. Regulatory and political changes
- H. Funding and liquidity
- I. Financial performance
- J. Asset health deterioration
- K. Supply chain failure

- Operational
- Financial
- Compliance
- ▲ Risk increasing
- Risk stable
- ▼ Risk decreasing



The risks detailed below are not set out in order of priority.

The principal business risks facing the Group are:

- inherent health and safety risk in NWL's operational and construction workplaces;
- loss of customer and stakeholder trust and confidence;
- loss of supply to a large volume of customers due to failure of the NWL water systems, such as failure of a strategic water main or treatment works or contamination of a service reservoir;
- environmental pollution incidents due to failures in the NWL wastewater network giving rise to potential fines and reputational damage;
- loss of key business systems due to a malicious attack or failure of cyber security;
- effects of climate change adversely impacting NWL's water resources and the integrity of the assets;
- unfavourable changes to NWL's Instrument of Appointment (Licence) or regulatory methodology that may adversely impact on the balance of risk and return or reduce investor confidence in the stability and predictability of the regulatory framework;
- failure to deliver financial plans could impact on expected shareholder returns;
- funding and liquidity risk (see note 22 to the financial statements);
- inadequate information about our asset base may result in sub-optimal investment decision-making leading to deterioration in asset health and service performance; and
- risk of supply chain disruption because of staff shortages following economic upheaval over recent years, impacting on the availability and price of key commodities.

Whilst management have acknowledged the risks posed by climate change, they have assessed that there is no quantitatively material impact arising from climate change on the judgements and estimates made in the financial statements for the year ended 31 March 2026.

Approved for issue by the Board of Directors
R Somerville
 General Counsel and Company Secretary
 24 July 2026

DIRECTORS' REPORT

STATEMENT OF CORPORATE GOVERNANCE ARRANGEMENTS

The Group has in place the robust corporate governance arrangements set out below, but it did not directly apply any external corporate governance code in the year. This is because it is a holding company and its principal subsidiary, NWL (which accounts for around 95% of the Group's turnover) has in place its own extensive corporate governance arrangements, including adhering to external codes, as explained below.

Best practice in corporate governance is evolving and Ofwat has worked with companies in the sector to develop four corporate governance objectives (the 2019 Objectives) which it expects them to meet. NWL has again explained, in its Annual Report and Financial Statements, how it meets the 2019 Objectives and supporting provisions.

In addition to reporting compliance with the 2019 Objectives and the supporting provisions, the NWL board has also applied the Wates Corporate Governance Principles for Large Private Companies (Wates Principles).

Directors

The Directors who served during the year and up to the date of signing were as follows:

A J Hunter	Non-Executive Chairman
H Mottram CBE	Chief Executive Officer (CEO)
L S Chan	Non-Executive Director
H L Kam	Non-Executive Director
D N Macrae	Non-Executive Director
W C W Tong Barnes	Non-Executive Director
S K K Man	Non-Executive Director
E W L Ho	Non-Executive Director
K T Chow	Alternate Director to E W L Ho
J Barratt-Due	Non-Executive Director (resigned 13 November 2025)
T K Harris	Non-Executive Director
T C E Ip	Non-Executive Director (resigned 16 December 2025)
A Van Zutphen	Non-Executive Director (appointed 13 November 2025)
Y S Chiu	Non-Executive Director (appointed 16 December 2025)
C Ng	Alternate to H L Kam
K P Slaminka	Alternate to D N Macrae

Information about Directors' remuneration is contained in note 5 to the financial statements.

Board governance, responsibilities and processes

The Board sets the Group's high level vision, values and strategy and ensures compliance with Group policies and legal and regulatory obligations. Within this framework, NWL operates as a standalone company and its strategy is determined by the NWL board. During the year, decisions referred up to the Board or its Standing Committee included a number of contract approvals, board reserved matters and terms of reference of the Board's committees and sub-committees, the annual approval of the Group's Modern Slavery and Human Trafficking Statement, the 2026 Health, Safety & Security Plan, and a revised Treasury Risk Management Policy.

The Group has adopted terms of reference which set out the matters reserved to the Board for approval and matters which are, or can be, delegated to its committees and management. The Group has also adopted financial approval rules which set out the authorisation processes and financial limits to be applied to financial transactions within the Group. All of these arrangements were reviewed during the year by the Board and its relevant committee. NWL has adopted its own appropriate guidelines.

The Standing Committee can take decisions not delegated to specific committees between Board meetings. All Directors receive notice of Standing Committee meetings and may participate if they wish. Decisions taken by the Standing Committee are reported at the next Board meeting. The Board meets at least five times each year.

Authorisation of Directors' conflicts of interest

Directors have a statutory duty, under s175 of the Companies Act 2006, to avoid a situation in which they have, or could have, a conflict of interest with the Company's interests. However, there is no breach of this duty if the Board has authorised the matter in question. The Articles of Association permit Directors (other than the Director having the interest in question) to authorise any situation giving rise to a known or potential conflict. A register of the interests which have been authorised is maintained by the Company Secretary and is available at every Board meeting.

DIRECTORS' REPORT (continued)

Board balance and independence

The composition of the Board at 31 March 2026 is as follows:

A J Hunter (Chairman), D N Macrae and L S Chan have been appointed by CKI UK Co 5 Limited (which is indirectly wholly owned by CK Infrastructure Holdings Limited). H L Kam, W C W Tong Barnes and Y S Chiu have been appointed by Brockhill Investments Limited, (which is indirectly wholly owned by CK Hutchison Holdings Limited). S K K Man and E W L Ho have been appointed by Mara Development Inc. (which is indirectly wholly owned by CK Asset Holdings Limited), and A Van Zutphen and K Harris have been appointed by Nimbus UK Bidco Limited (which is indirectly owned by KKR & Co. Inc.) The CEO, H Mottram was appointed on the recommendation of the Nomination Committee of the Company (then Northumbrian Water Group plc) when it was independently listed.

The Chairman and CEO have clearly defined roles and responsibilities. The Chairman leads the Board and creates the conditions for overall Board and individual Director effectiveness, both inside and outside the boardroom. The CEO is responsible for running the Group's businesses on a day-to-day basis.

Whilst not members of the Board, the Independent Non-Executive Directors (INEDs) of NWL attend Board and Committee meetings of the Company and therefore have visibility over, and are welcome to make observations and suggestions regarding, strategic considerations affecting the Group, with the exception of matters relating to Wave. This ensures that the NWL board is aware of all developments at NWG level and therefore has full knowledge of the environment in which it is operating and any risks the Group might face.

The General Counsel and Company Secretary, R Somerville assists the Board to ensure that good corporate governance compliance is maintained. He is also Company Secretary of NWL and is Secretary to all NWG and NWL board committees and sub-committees.

The NWL board has its own Audit, Remuneration and Nomination Committees as well as Risk & Compliance and Assurance Sub-committees of the Audit Committee. NWG has an Audit, Risk & Assurance Committee (ARAC).

Board committees

During the year, the Board was assisted by the ARAC in performing its duties. The Board sets the terms of reference of its Committees, which were reviewed during the year, and receives regular reports at Board meetings from Committee chairpersons.

Remuneration Committee

H Mottram's remuneration as CEO of NWL and NWG is set by NWL's Remuneration Committee, the members of which, during the year, were A J Hunter (Chairman), A Bryce, P Vicary-Smith, B Rosewell and D N Macrae. The Director of People and Corporate Services, who is a member of the NWL ELT, provides advice to the Committee from time to time.

NWL complies with its obligations under s35A of the Water Industry Act 1991 (as amended by the Water Act 2003) by disclosing in its financial statements each year a detailed breakdown of remuneration paid to the Executive Director of NWL which is linked to NWL's standards of performance. NWL pays 70% of NWL's Executive Director, H Mottram, salary, benefits in kind and pension and NWG pays the remaining 30% which reflects the time spent on activities. In accordance with the Ofwat performance-related executive pay prohibition rule, due to the undertakings agreed with Ofwat following the Flow to Full Treatment (FFT) investigation during the year, the CEO will receive no STIP or LTIP payment for 2025/26. The cost of STIP and LTIP payments is generally apportioned 70% to NWL and 30% to NWGL, consistent with the fixed pay split; however, in the past three years the full cost has been borne by NWGL. Retention payments are fully borne by NWGL.

The work of the NWL Remuneration Committee comprises the adoption of principles and standards in relation to executive remuneration and benefits, as well as agreeing individual remuneration packages.

ARAC

The Chairman of the ARAC is L S Chan. The other members are D N Macrae (or his alternate) and Angus Ng.

During the year, and up to the date of approval of these financial statements, the ARAC assisted both Executive and Non-Executive Directors of the Company to discharge their individual and collective responsibilities. Its work included the following:

- reviewing the draft financial statements, considering reports from the external and internal auditors setting out the audit approach and plan, significant audit risks and conclusions on the Group's internal controls and risk management;

DIRECTORS' REPORT (continued)

ARAC (continued)

- reviewing the appropriateness of accounting policies, significant accounting judgements and evidence supporting the going concern basis for the accounts and recommending approval of both statutory and regulatory accounts to the Board;
- confirming the objectivity and independence of the external auditor, and in so doing reviewing the representations made in the audit report on these subjects;
- reviewing and monitoring the effectiveness of the audit process, taking into consideration relevant UK professional and regulatory requirements;
- monitoring the effectiveness of the internal audit function;
- approving the external auditor's fees for both audit and non-audit services, by reference to the agreed policy;
- approving the internal audit work programme for the year and reviewing progress against the programme;
- reviewing the financial approval rules and terms of reference of the Board and its committees; and
- reviewing the risk and control framework and reporting, including management of tax compliance matters and approval of financial approval rules.

The Chairman has reported formally to the Board following each meeting of the Committee and minutes have been circulated to the Board.

The ARAC is fully cognisant of the need for the Company to manage risk in such a way that NWL is protected from risk elsewhere in the Group. Its work in relation to risk included the following:

- reviewing reports at each meeting on the top rated managed risks and priorities for assurance (being those risks with the biggest reduction between the business (gross) and managed (net) risk scores), representing key control areas for the Company;
- reviewing and updating the dynamic risk management framework and corporate risk register which are based on a detailed bottom-up assessment of risk across the Group;
- reviewing customer debt collection arrangements;
- reviewing cyber security and steps being taken to enhance security;
- advising the Board on risk appetite and exposure and reviewing risk assessment processes as well as keeping the effectiveness of the risk and internal control management systems under review; and
- monitoring compliance with covenants and treasury risks.

The Board monitors the impact of environmental, social and governance matters on the Group's business, to assess the impact of significant risks on the business and to evaluate methods of managing these risks through reports it receives from its subsidiary boards and committees.

Code of Conduct

The Group has a code of conduct, 'Our Way at NWG', covering Group companies' relationships with customers, employees, suppliers, local communities, shareholders, other investors and regulators.

OTHER DISCLOSURES

Results, dividends, capital structure, future developments and research and development

Please refer to the Strategic Report.

Business relationships

The Companies (Miscellaneous Reporting) Regulations 2018, effective for years beginning on or after 1 January 2019, set out revised requirements for reporting on engagement with employees, suppliers, customers and others in a business relationship with the Company. The Group's approach to stakeholder engagement is summarised in the s172 Statement in the Strategic Report.

Political

NWG does not support any political party and does not, directly or through any subsidiary, make what are commonly regarded as donations to any political party or other political organisation. However, the wide definition of donations in the Political Parties, Elections and Referendums Act 2000 covers activities which form part of the necessary relationship between the Group and political parties and political organisations. These activities include attending party conferences, as these provide the best opportunity to meet a range of stakeholders, both national and local, to explain the Group's activities, as well as local meetings with MPs, MEPs and their agents. During the year, no external costs were associated with these activities, although, Group representatives also attended the party conferences of the Labour and Conservative parties.

DIRECTORS' REPORT (continued)

Energy and carbon reporting

More than 85% of NWG's Scope 1 and Scope 2 emissions arise from the regulated activity of Northumbrian Water Limited.

As part of NWL's statutory framework it reports emissions using the industry-standard approach (the UK Water Industry Research Ltd Carbon Accounting Workbook) using both a "location-based" reporting. NWL's emissions have been externally assured in accordance with ISO 14064-1.

For consistency, we have applied the same methodology used for NWL to the NWG Scope 1 and Scope 2 emissions inventory – the table below summarises NWG's emissions when calculated using the Carbon Accounting Workbook and including NWL's emissions.

For 2025/26, the sector, in agreement with industry regulator Ofwat, adopted an updated emissions factor for nitrous oxide (N₂O) emissions arising from the wastewater treatment process. This reflects the latest Intergovernmental Panel on Climate Change (IPCC) guidance and aligns the sector with the most up-to-date scientific evidence. This increases our reported process emissions significantly (from 27ktCO₂e to 126ktCO₂e despite no significant changes on the ground).

We are also now reporting emissions arising from the disposal of waste and the extraction and production of electricity and fuels which has increased our reported Scope 3 emissions.

		Performance (tCO ₂ e)	
		2024/25	2025/26
Scope 1	Burning of fossil fuels	40.3	46.6
	Process and fugitive emissions	30.3	143.7
	Vehicle transport	6.6	6.9
Scope 2	Purchased electricity	77.0	71.4
	Electric vehicles	0	0
Scope 3	Business travel	0.9	0.5
	Outsourced activities	3.6	0.6
	Purchased electricity; extraction, production, transmission and distribution	6.8	27.6
	Purchased fuels; extraction, production, transmission and distribution	0	9.9
	Disposal of waste	0	3.6
	Gross Operational Emissions	165.5	310.8
Exports	Exported renewable energy from Solar, Hydro and Biogas	(0.3)	(0.4)
	Exported Biomethane	(22.8)	(23.1)
Net Operational Emissions		142.4	287.3

In 2025/26 NWG used 724GWh of energy including:

- 404GWh (2024/25: 375GWh) of grid-supplied electricity used for pumping, treatment and support functions;
- 177GWh (2024/25: 210GWh) of natural gas used for treatment and support functions;
- 35GWh (2024/25: 34GWh) of road fuels used, and
- 30GWh (2024/25: 27GWh) of biogas.

We also monitor the emissions intensity of our regulatory operations using three measures, one relating to the water service and two for wastewater. As not all of NWG's activities are focused within the water and wastewater sector, an intensity ratio provided at NWG level may be misleading. As such, we report the emissions intensity relating to NWL's regulated activities – with intensity ratios relating to the water service and wastewater service. These measures can vary depending on emissions performance and external factors such as rainfall or customer demand.

		Performance (tCO ₂ e)	
		2024/25	2025/26
Operational GHG emissions per Ml of treated water		120.2	107.81
Operational GHG emissions per Ml of sewage treated (Flow to Full Treatment)		504.33	548.28

Climate-related financial disclosures

Climate change poses the single greatest threat to our natural environment and continues to be one of the most significant long-term challenges facing our company. Our operations are directly influenced by climate change, whether through more frequent and intense storms, prolonged dry periods affecting water availability, or increased pressures on our wastewater network. Therefore, understanding how climate change may affect our assets, our customers, and the natural environment is essential to safeguarding the long-term reliability and affordability of the services we deliver.

DIRECTORS' REPORT (continued)

Climate-related financial disclosures (continued)

Playing our part in mitigating and adapting to climate change is essential to maintaining resilient services for our customers and protecting the environment we depend on. 'Restore and Regenerate: Our Environment Strategy to 2050' strengthens our response to climate change through our five Environmental Priorities, supported by our Guiding Principles of systems thinking, natural solutions first and a partnership mindset, ensuring that climate resilience is delivered through integrated catchment management, nature-based solutions and collaborative action across our regions.

Our 'Shaping our future: Our Long-term strategy 2025-50, assesses the long-term challenges we face and the scale of investment required to meet them sustainably. It identifies achieving Net Zero greenhouse gas (GHG) emissions by 2050 as one of our five core investment priorities and establishes a strategic pathway for delivering resilient, affordable and environmentally responsible services in a changing climate. Our AMP8 investment plan (2025-2030) translates this direction into near-term actions, focusing on strengthening asset resilience, improving water resources and wastewater services, and meeting evolving environmental expectations.

This report focuses on the financial and operational activities of NWL, our material entity. This approach ensures that our CFD accurately reflects the primary drivers of our Group's overall performance and risk exposure. The majority of our non-NWL activities are in the same sector, and as such the risks and exposure types for NWL are representative of those for NWG and many of NWG's non-NWL activities are forecast to cease within the next decade meaning that the climate risk is naturally mitigated.

Our compliance with CFD is integrated into this annual report, ensuring our climate-related risks and opportunities are communicated throughout. The table below indicates where specific information aligning with CFD and IFRS S2 recommendations can be found within this annual report.

Location of CFD Requirements within this Annual Report

CFD Requirements	Location in this Annual Report
(A) a description of the of the company or LLP's governance arrangements in relation to assessing and managing climate-related risks and opportunities.	The Board has overall accountability for climate-related risk and opportunities. The Risk & Compliance Sub-Committee has oversight of the scope and effectiveness of the Group's risk management systems, including climate-related matters. The ESG Committee has oversight of ESG topics, including a specific focus on climate-related risk and opportunities within the Risk Management Framework. Statement of corporate governance arrangements - page 16
(B) a description of how the company or LLP identifies, assesses, and manages climate-related risks and opportunities.	The Risk Management Framework defines our approach to identifying, analysing, and evaluating risks across the business, including climate-related risks. Emerging risks, those that are foreseeable but not yet quantifiable within the corporate risk model, are recorded in the Risk Register and reviewed annually by a Board sub-group. Principal risks and uncertainties section – page 15
(C) a description of how processes for identifying, assessing, and managing climate-related risks are integrated into the company or LLP's overall risk management process.	
(D) a description of (i) the principal climate-related risks and opportunities arising in connection with the company's operations, and (ii) the time period by reference to which those risks and opportunities are assessed.	The Climate-related Risks and Opportunities, along with the supporting scenario analysis, are detailed in this CFD report. Climate change is also identified as one of our Principal Risks and Uncertainties within the Risk Report. Principal risks and uncertainties section – page 15
(E) a description of the actual and potential impact of the principal climate-related risks and opportunities on the company or LLP's business model and strategy.	
(F) an analysis of the resilience of the company or LLP's business model and strategy, taking into account consideration of different climate-related scenarios.	The Viability Statement assesses the business's financial resilience over a ten-year horizon, incorporating the impacts of Principal Risks and Uncertainties. The scenario analysis in this CFD report evaluates climate-related risks and opportunities across multiple time horizons and Representative Concentration Pathway scenarios.

DIRECTORS' REPORT (continued)

Climate-related financial disclosures (continued)

Location of CFD Requirements within this Annual Report (continued)

(G) a description of the targets used by the company or LLP to manage climate-related risks and realise climate-related opportunities and of performance against those targets.	The Company set greenhouse gas reduction targets in its PR19 Business Plan for April 2025 to March 2030. Progress is reported through Energy and Carbon Reporting, including metrics that track emissions intensity. Longer-term commitments are outlined in our Environment Strategy and Long-Term Delivery Strategy to 2050. Energy and Carbon Reporting section – page 19
(H) the KPIs used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and a description of the calculations on which those key performance indicators are based.	Our short term environmental KPIs are reported in the Annual Performance Report, this includes our GHG emission targets for water and wastewater (specifically the “F Outputs sheet”). Longer term targets addressing climate related risks and opportunities are outlined below, though they remain qualitative at this stage. Performance measures section – page 4
Additional Reporting	Location in this Annual Report
Internal Carbon Pricing: an explanation of whether and how the entity is applying a carbon price in decision-making	Information regarding our internal carbon pricing can be found on page 25
Approach to Measuring GHG Emissions	Our greenhouse gas emissions are reported within our Energy and Carbon Reporting, and our approach is outlined in this CFD report on page 19

Risk and opportunities assessment

Our climate-related risks and opportunities have been assessed to understand the potential impact on our business model and the delivery of our strategy. The assessment builds on our previous CFD and our latest Climate Adaptation Report.

We actively monitor, identify, and assess climate-related risks, with co-ordination led by dedicated Risk Champions within each area of the business. These risks include the impact of extreme weather events, changes in precipitation patterns, and regulatory impacts related to water quality standards. All climate-related risks are integrated into our Risk Management Framework and captured within our departmental and corporate Risk Registers. Each risk is evaluated using our established methodology, which considers likelihood and consequence, the effectiveness of existing and planned management controls and the internal and external sources of assurance that support our understanding of risk exposure. Addressing these risks forms part of our process when creating our five year business plans, unless anything significant arises in the interim periods.

We understand that we have different climate challenges in our operating regions. This includes flood-prone rural regions in Northumbrian Water while Essex & Suffolk Water has drought-sensitive areas leading to risks from storms and winter flooding in Northumbrian Water and risks from summer heat and water scarcity in Essex & Suffolk Water.

While our Climate Adaptation Report looks into risks and adaptations on regional basis, this CFD report focuses on consolidated company risks rather than detailing region-specific vulnerabilities. We are preparing to expand our CFD approach by deepening our climate-risk assessment to capture region-specific vulnerabilities, assess differentiated physical and transition risks, and reflect more granular asset-level impacts. Strengthening this analysis will enable us to better target resilience investment, refine our adaptation plans, and ensure that our risk management processes remain robust as climate-related hazards evolve across our operating regions.

The table below outlines the material operational climate-related risks and opportunities identified across both physical and transition categories, including their actual and potential impacts of each, and the mitigation actions in place to manage and adapt to them, which are all at a good level of maturity. For clarity, we classify these as follows:

- Physical risks (acute and chronic): risks arising from the physical impacts of climate change, such as extreme weather events, flooding and drought, which may lead to event-driven disruptions, or long-term shifts in climate change patterns.
- Transition risks: risks associated with the transition to a low-carbon economy, including policy and legal changes, market dynamics, technology developments, and reputational considerations.

The time horizons for these risks are discussed further in the Scenario Analysis section.

DIRECTORS' REPORT (continued)

Climate-related financial disclosures (continued) Climate Related Risks and Opportunities

Impact Type	Impact Category	Risk	Potential Impact on Business	Risk Mitigation Examples
Physical Risks	Acute	Potential for poor water quality or interruptions to water supply	Remediation costs, legal liabilities, and potential fines which will impact our long-term sustainability and undermine public trust.	Detailed resilience plans set out in our WRMP. Established critical asset assessments and zonal strategic studies used to develop our 2025-30 plans. On-going innovation to reduce the impact of climate change on our assets.
	Acute	Constraints on the effective treatment and management of sludge (bioresources)	Threat to water quality through contamination from incorrect disposal. Risk to reputation from loss of trust and regulatory non-compliance. A negative or harmful effect on the environment, such as pollution or habitat destruction. Inability to deploy biosolids to an agriculture landbank.	Provision of 90-day strategic cake storage and increased high solids dewatering which provide resilience in the supply chain. Sludge to land supply chain resilience from high solids dewatering at Howdon and Bran Sands. Development of reactive short-term plans. On-going strategic workshops to ensure our future operations are ready to mitigate this risk sufficiently.
	Chronic	Exposure of assets to flooding – including riverine, from surface and groundwater, and coastal	Damage to infrastructure or equipment, interrupt the delivery of our services, creating financial problems, through costs of repairs and increased resilience measures.	Implementation of our Storm Overflows Reduction Plan. Establishing and developing working partnerships within the areas we serve. Research and understanding on interdependencies and the risk associated with supply chains.
	Chronic	Exposure of systems and networks to ground subsidence	Infrastructure damage and disruption of our water supply, leading to financial problems and diminished customer confidence in our reliability.	Assessed the key risks to our networks from temperature by 2030. Investment in 2025-30 to protect key chemicals from heatwaves, and to accommodate higher water temperatures. Targeted investment to strengthen resilience against subsidence in 2025-30.
	Chronic	Vulnerability of our network to cascading failures	Cascading failures impact an interconnected system, leading to service disruption and reduction in water quality from widespread water outages and infrastructure damage.	Asset resilience is built into our business planning activities to ensure we have an investment plan for climate change adaptation. Research and understanding on interdependencies and the risk associated with interconnected supply chains.
	Chronic	Exposure of aquifers from sea-level rise and saltwater intrusion.	Threat to water quality and quantity that is being distributed. There will be the need for innovation and restoration of aquifers which pose a financial risk.	Continued assessment of the impact of sea level rises and saline incursion for specific sources (e.g., Sunderland). Shortfalls have been considered by the schemes in our WRMP.
	Chronic	Reduced water availability affecting the reliability of public water supplies.	Threat to our ability to meet public demand and business growth, potentially leading to shortages and disruptions. Long-term implications include strained resources and heightened operational cost.	Dry year scenarios that form part of our forward-look in our WRMP. Customer engagement campaigns with a focus on water savings. Work with local economic development agencies to locate high water demand businesses in suitable locations. Regional drought plans in place for 2025-30.
	Chronic	Potential for reduced electricity network resilience and increased power outages driven by adverse weather events, with additional grid instability associated with growing renewable generation	Inability to meet operational requirements due to power issues and increased cost to due financial penalties. Failure to meet regulatory compliance.	Our power resilience improvement programme.

DIRECTORS' REPORT (continued)

Climate-related financial disclosures (continued)

Climate Related Risks and Opportunities (continued)

Impact Type	Impact Category	Risk	Potential Impact on Business	Risk Mitigation Examples
Transition Risks	Technology	Operational and logistical challenges associated with the transition to a fully Electric Vehicle (EV) fleet	Reduced operational efficiency due to limited EV infrastructure. Inability to meet operational requirements due to a large-scale power outage.	Adopting a risk based, phased strategic EV allocation. Our power resilience improvement programme.
	Policy & Legal	Potential inability to meet mandatory and regulatory carbon performance commitments.	Reputational damage and increased negative media coverage. Increased cost due to financial penalties.	Impacts have been accounted for as part of our Net Zero programme. Ongoing regulatory engagement.
	Markets	Increased operational and financial exposure resulting from external carbon pricing mechanisms (e.g. UK Emissions Trading Scheme)	Increased operational and capital costs. Operational resilience risk due to increase supply chain costs.	Increased use of renewable energy such as installation of solar arrays and use of biodiesel.
	Reputation	Uncertainty arising from differing carbon commitments standards and expectations across the sector.	Reputational damage due to unclear climate commitments. Loss of credibility with our regulators.	Public commitment to Net Zero by 2050 as set out in our Environment and Long-term Strategy, supported by our customers.
Transition Opportunities	Market	Access to sustainable finance instruments, such as green bonds, to support investment in climate-aligned and resilience projects	Access to ESG-focused debt investors and/or those with specific sustainability mandates. Create social and economic value through funding local projects in the areas we operate.	Robust financial control procedures. Developing a Sustainable Finance framework.
	Energy Source	Expansion of self-delivered renewable generation and/or on-site energy storage	Financial upside as it is a lower cost than other alternatives. Reduced carbon emissions from operational electricity consumption.	Our renewable delivery programme ensures we capitalise benefits of this opportunity.
	Energy Source	Transitioning the vehicle fleet from petrol or diesel to EVs	Reduced carbon footprint. Financial savings because of a change in energy source.	Adopting a risk based, phased strategic EV allocation.

Scenario analysis

We undertake a physical climate scenario analysis to understand how climate-related hazards could affect our operations over time, drawing on the assessment presented in our Climate Adaptation Report. This scenario analysis helps us explore future climate conditions and the potential implications for our assets, services and long-term resilience.

Our physical climate-risk scenarios draw on the Met Office's UK Climate Projections 2018 (UKCP18) Representative Concentration Pathways (RCPs) to capture plausible climate outcomes for the UK. These pathways represent different trajectories of future greenhouse gas concentrations and the associated physical climate outcomes they produce, enabling us to explore a wide range of plausible future conditions for the UK.

We applied RCP2.6, RCP6 and RCP8.5, using a 50th percentile threshold to quantify uncertainty in our climate projections, representing a Best Case, Middle Ground and Worse Case future, respectively, each associated with increasing levels of global warming and climate-related physical impacts, as detailed in the following table.

DIRECTORS' REPORT (continued)

Climate-related financial disclosures (continued) Scenario analysis (continued)

RCP 2.6	RCP 6	RCP 8.5
Best Case Limited global warming to ~ 1.6°C by 2100	Middle Ground Global warming of ~2.8 °C by 2100	Worst Case Global warming of ~4.3 °C by 2100

This approach aligns with sector practice, as UKCP18 forms the national evidence used to support Water Resources Management Plans (WRMPs) and underpins Ofwat's prescribed scenarios for PR24, the 2024 price review which sets funding and performance expectations for the 2025–30 regulatory period. By comparing outcomes across these pathways, we can identify key vulnerabilities, assess exposure across time horizons, and develop adaptive strategies to strengthen the resilience of our assets and services under varying degrees of future climate change.

The time horizons selected for the scenario analysis aligns to our AMP8 investment plan over the short-term, with the Environment Strategy over the medium to long-term, and with our planning horizons for WRMP, DWMP and our Long-term Strategy, as depicted below.

Short-Term	Medium-Long Term
2025-2030 PR24 Price Control Period	2030-2050 Long-Term Strategy

Our scenario analysis evaluates the material climate-related risks using a high, medium, or low rating. These ratings reflect our current understanding of exposure and sensitivity under each RCP pathway. The definitions used in our assessment are provided in the table below, followed by the scoring of the physical risks.

We expect the risk scores after 2030 to be higher because for both RCP 6.0 and RCP8.5, the global mean temperatures are much higher. This results in stronger climate hazards and faster physical risk escalation by mid-century.

Risks:

Low	A risk which sits in this area is considered as appropriate in relation to NWL's objectives and is the most desirable position.
Medium	Risks in this area are still key risks and may affect NWL's ability to meet its objectives, therefore, risk treatment should be considered.
High	A risk which sits in this area has an inappropriate risk exposure relative to NWL's objectives. This is undesirable and risk treatment options need to be considered.

Risk	2025-2030			2030-2050		
	RCP2.6	RCP6	RCP8.5	RCP2.6	RCP6	RCP8.5
Potential for poor water quality or supply interruptions.	Low	Low	Low	Medium	High	High
Constraints on the effective treatment and management of sludge (bioresources).	Low	Low	Low	Medium	Medium	Medium
Exposure of assets to flooding – including riverine, from surface and groundwater, and coastal.	Medium	Medium	Medium	Medium	High	High
Exposure of systems and networks to subsidence.	Low	Low	Low	Medium	Medium	Medium
Vulnerability of our network from cascading failures.	Medium	Medium	Medium	Medium	High	High
Risks to aquifers from sea levels and saltwater intrusion.	Medium	Medium	Medium	Medium	High	High
Reduced water availability, risking public water supplies.	Medium	Medium	Medium	Medium	High	High
Risk power network resilience reduces, and power outages increase due to increased renewables and more frequent adverse weather.	Medium	Medium	Medium	Medium	High	High

DIRECTORS' REPORT (continued)

Climate-related financial disclosures (continued)

Scenario analysis (continued)

Our current assessment of climate-related risks focuses primarily on the physical impacts and does not incorporate external drivers outside our direct control, such as future regulatory changes, evolving environmental standards, shifts in customer expectations or technology developments.

As part of our commitment to improve transparency, comparability, and decision-usefulness under CFD and IFRS S2, we will enhance our scenario analysis by developing a more comprehensive transition risk assessment. Expanding our assessment in this way will enable us to explore how different climate, policy and economic futures could affect our operational costs, access to capital, compliance requirements, and long-term financial and strategic resilience.

Similarly, the existing climate-related risk assessment reflects pre-mitigation exposure. Our DWMP, WRMP, PR24 business plan and Long-term Strategy discuss options and approaches to mitigate these risks. The DWMP prioritises reducing flood risk, improving wastewater resilience, and protecting the environment through targeted infrastructure upgrades and partnership working. The WRMP addresses drought and demand pressure through enhancing water efficiency, leakage reduction and long-term climate adaptation. Our PR24 Business Plan and Long-Term Strategy underpin these strategies combined with targeted investment in asset health, service resilience, and affordability. Going forward, we will integrate these existing mitigation measures into the climate risk assessment to more accurately reflect the residual risks, improving decision-usefulness and transparency.

Completing this scenario analysis against the RCPs over short-, medium- and long-term time horizons enables us to produce a business model in which we can manage our climate-related risks and opportunities. Assessing against a short-term time horizon allows us to identify immediate risks and opportunities, which helps to inform strategic decisions and investment strategies. Over the medium term, this analysis enables us to prepare for future climate impacts. A forward-looking approach ensures that our business model is resilient and adaptable to anticipated risks and opportunities. This is demonstrated through our PR24 Business Plan and our long-term plans including our DWMP and WRMP.

Use of Carbon Pricing

We consider the climate impact of all our activities, with our Service Value Framework incorporating both our internal carbon pricing and the wider societal value of carbon established in HM Treasury's Green Book.

For AMP8 (2025-2030), our internal carbon price is set at £188/tonne of CO₂e, which is aligned with the incentive rate applied under Ofwat's Operational GHG Performance Commitment. This value reflects around 70% of the UK Government's central non-trade carbon value for 2027, the mid-point of AMP8.

Aligning our internal carbon price with the PR24 Final Determination ensures that the financial implications of emissions are applied consistently across our governance, performance incentives, and investment appraisal processes. The PR24 Final Determination is Ofwat's final decision following the 2024 price review, setting out the funding allowances, performance commitments and regulatory requirements for the 2025–30 period. This supports transparent decision-making, and ensures that projects and programmes are evaluated in line with our Net Zero commitment and the broader societal cost of carbon, ultimately strengthening our long-term resilience.

Approach used to Measure Greenhouse Gas Emissions

To meet regulatory expectations and maintain consistency across the UK water industry, we calculate and report our operational GHG emissions using the UK Water Industry Research (UKWIR)'s Carbon Accounting Workbook (CAW), which is designed in line with the Greenhouse Gas Protocol (GHG) standard, providing a true and fair account of GHG emissions from our operations and value chain. This methodology underpins both our long-term Net Zero commitment and our compliance with the Operational GHG Performance Commitment to drive improvements across the sector.

It is important that we have robust assurance arrangements to make sure such information is accurate, clear, and transparent. Our GHG performance is monitored on a quarterly basis through the Balanced Scorecards, and targets are reviewed internally by our Energy Carbon and Risk Management Committee. Our GHG inventory and underlying data is independently assured annually at a Limited assurance level by our third-party assurance partner Achilles in accordance with ISO 14064-1:2018. This is included as part of our Data Assurance statement as part of our annual reporting.

Conclusion

We recognise that climate-related risks and opportunities will continue to evolve over time, and we remain committed to refining our approach in line with emerging best practice, regulatory developments, and stakeholder expectations. By proactively managing these risks and embedding climate considerations mitigation and adaptation into our strategic decision-making, we aim to enhance our resilience and long-term sustainability of our services.

DIRECTORS' REPORT (continued)

Climate-related financial disclosures (continued)

Conclusion (continued)

To deliver our long-term targets and address the climate challenges facing our operating regions, we have identified four areas where new investment will be required:

- Ensuring sustainable water supplies.
- Protecting the local environment.
- Delivering Net Zero; and
- Maintaining resilience.

These priorities form the foundation of our strategic plan to 2050. At the same time, we recognise the need to remain flexible and responsive. As new information becomes available, we will adapt accordingly. To support this, we have identified several key trigger points at which updated climate evidence, regulatory guidance and technological developments will be incorporated into our plans, helping to guide future investment pathways.

As part of our commitment to transparency, and accountability under CFD, aspects of IFRS S1 and future UK SRS, we will continue to enhance our climate-related disclosures, ensuring that they are decision-useful. By integrating climate considerations across our governance, strategy, risk management, and metrics and targets, we are positioning the organisation to navigate the transition to a low-carbon economy effectively. Climate change is a dynamic challenge, and we will remain committed to reporting annually, reflecting on our progress and continually improving our approach.

Treasury policies

These are as described in the treasury policies section of the Strategic Report.

Financial risk management

Please refer see note 22 to the financial statements.

Employment policies and employee engagement

The Group's policies in respect of the employment for disabled persons and employee involvement and engagement are set out in the performance section of the Strategic Report and the s172 Statement.

Indemnification of Directors

Directors' and Officers' insurance was in place for the year. On 21 March 2017, the Company entered into a deed of indemnity to grant the Directors of NWG and its subsidiaries further protection against liability to third parties, subject to the conditions set out in the Companies Act 2006, and this remains in place.

Subsequent events

There have been no material subsequent events since the balance sheet date.

Directors' declaration

As required under s418 of the Companies Act 2006, so far as each current Director is aware, there is no relevant audit information of which the Company's auditor is unaware and each Director has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Auditor

Pursuant to s487 of the Companies Act 2006, Deloitte LLP is deemed to be re-appointed as the Company's auditor for the ensuing year.

Financial statements preparation and going concern

As at 31 March 2026, the Group had net current assets of £79.3m (2025: £256.8m net current liabilities) and net assets of £640.7m (2025: £150.0m). The Group has sufficient funding and facilities in place to meet its requirements for the foreseeable future. In addition, it is well placed to raise debt as and when required. The Directors believe that the Group is well placed to manage its business risks successfully and, accordingly, they continue to adopt the going concern basis in preparing the annual report and Group financial statements.

DIRECTORS' REPORT (continued)

Financial statements preparation and going concern (continued)

In arriving at their decision, the Directors have taken into account:

- the financial strength of the Group at the balance sheet date and financial performance, which is in line with expectations and reviewed at each Board meeting, most recently in April 2026;
- the financial strength of the Group's main trading subsidiary NWL, as detailed in the entity's financial statements;
- the key financial ratios over the next 12 months, as reflected in NWL's investment grade credit ratings;
- shareholder support demonstrated through a £400m equity injection on 31 March 2026;
- the \$500m in uncommitted Private Placement Shelf Facilities the Group is expected to enter into with US investors in June 2026, as well as a further £100m facility the Group is seeking to secure;
- committed bank facilities providing liquidity support with £600m available, maturing in April 2028 with extension options to April 2030, of which £nil was drawn at 31 March 2026;
- the £6bn EMTN programme, which the Group is in the process of renewing, of which £1.6bn has been utilised to date, and the near-term Financing Plan, approved by the Board in April 2026, which is expected to enable the Group to raise sufficient debt financing to meet its forecast funding requirements for a period of at least 12 months from the date of approval of these financial statements;
- the £300m bond maturing in NWL during October 2026 and the c.£150m maturing in June 2027;
- the expectation that the water and wastewater contracts will be profitable over their respective terms; and
- the Group's formal risk and governance arrangements which are monitored by the ARAC and Board.

Over the going concern assessment period of at least 12 months from the date of approval of these financial statements, no additional funding is forecast to be required, other than the planned debt issuance of approximately £200m across two transactions under the Board approved funding plan for the remainder of 2026. This reflects the strengthening of the Group's liquidity position during the year, including the £400m equity injection completed on 31 March 2026, which has materially strengthened the balance sheet.

Fair, balanced and understandable

The Directors consider that the annual report and financial statements, taken as a whole, are fair, balanced and understandable and provide the information necessary for stakeholders to assess the Company's performance, business model and strategy. In reaching this conclusion, the Board has taken advice from the ARAC which has considered the process by which the annual report and financial statements have been produced as well as reviewing and commenting on the report.

Directors' responsibilities statement

The Directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the Group financial statements in accordance with United Kingdom adopted international accounting standards. The directors have chosen to prepare the parent company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 101 "Reduced Disclosure Framework". Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing the parent company financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

In preparing the Group financial statements, International Accounting Standard 1 requires that Directors:

- properly select and apply accounting policies;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures when compliance with the specific requirements of the financial reporting framework are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- make an assessment of the Company's ability to continue as a going concern.

DIRECTORS' REPORT (continued)

Directors' responsibilities statement (continued)

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



Approved for issue by the Board of Directors

R Somerville

General Counsel and Company Secretary

24 July 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTHUMBRIAN WATER GROUP LIMITED

Report on the audit of the financial statements

Opinion

In our opinion:

- the financial statements of Northumbrian Water Group Limited (the 'parent company') and its subsidiaries (the 'group') give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2026 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with United Kingdom adopted international accounting standards;
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 101 "Reduced Disclosure Framework"; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the consolidated income statement;
- the consolidated statement of comprehensive income;
- the consolidated and Company balance sheets;
- the consolidated and Company statements of changes in equity;
- the consolidated cash flow statement;
- the related consolidated notes 1 to 31; and
- the related parent Company notes 1 to 11.

The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law and, United Kingdom adopted international accounting standards. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTHUMBRIAN WATER GROUP LIMITED (continued)

Other information (continued)

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the group's industry and its control environment, and reviewed the group's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management, internal audit and the directors about their own identification and assessment of the risks of irregularities, including those that are specific to the group's business sector.

We obtained an understanding of the legal and regulatory frameworks that the group operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the UK Companies Act, tax legislation and OFWAT Pricing and customer service requirements; and
- did not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty. These included the group's compliance with the following: Health and Safety regulations, the Employment Act, regulations surrounding the pollution of water, and regulations enacted by the Drinking Water Inspectorate, Consumer Council for Water, and the Environmental Agency.

We discussed among the audit engagement team and relevant internal specialists such as tax, pensions, and IT regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTHUMBRIAN WATER GROUP LIMITED (continued)

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address them are described below:

- **Provision for bad and doubtful debts:** Due to the complexity in calculating the provision, we deemed this area as a potential fraud risk for our audit. To address this risk, we completed the following procedures:
 - Obtained an understanding of relevant controls within the bad debt provision estimation process;
 - Compared the assumptions made by directors in calculating the provision to historical collection data;
 - Tested a sample of bad debt write offs and utilisation of the provision in the year by agreeing the amounts, dates and supporting rationale to underlying customer account records, bills and supporting correspondence;
 - Tested the accuracy and completeness of the aged debtor balance and the ageing categories applied by tracing a sample of balances to underlying billing records, recalculating ageing classifications, verifying subsequent cash allocations and write-offs, and confirming the completeness of the population through roll-forward testing of prior-year sample items;
 - Tested the accuracy and completeness of cash collection information, which is a key input into the debt matrix;
 - Assessed and evaluated the reasonableness of management's judgements made in respect of likely future events;
 - Reviewed the receivables ageing report and assessed the value of the provisions against overdue debtors;
 - Performed analysis of historical provision rates as a percentage of revenue and debtors along with comparison of bad debt charges benchmarked against peers; and
 - Evaluated that disclosures were made in the financial statements in line with the requirements of the relevant accounting standards.
- **Revenue recognition:** Due to the sensitivity of the accrual in relation to unread meters on revenue, we deem this to be a fraud risk. We have performed the following procedures:
 - Evaluation of the design and implementation of managements key controls over the unbilled revenue accrual
 - Performed substantive testing of the accrued revenue calculation;
 - Assessed the appropriateness of accounting estimates made by management;
 - Reperformed and challenged managements retrospective review of March 2025 balance;
 - Tested a sample of manual adjustments made by management;
 - Performed a review and obtained an understanding of monthly movements for period accrued;
 - Performed IPE testing on the subsequent billing for accrued income for March 2025;
 - Attended meter readings of both Household and Non-Household meters; and
 - Evaluated disclosures made in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with any relevant regulatory authorities.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTHUMBRIAN WATER GROUP LIMITED (continued)

Opinions on other matters prescribed by the Companies Act 2006 (continued)

In the light of the knowledge and understanding of the group and of the parent company and their environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

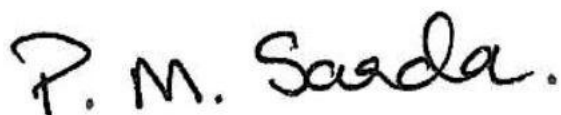
Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Parth Sarda CA (Senior Statutory Auditor)

For and on behalf of Deloitte LLP

Statutory Auditor

London, United Kingdom

24 July 2026

CONSOLIDATED INCOME STATEMENT

For the year ended 31 March 2026

	Note	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Continuing operations			
Revenue	2	1,191.4	1,041.0
Operating costs	3	(809.2)	(755.0)
Profit before interest	2	382.2	286.0
Finance costs	7	(217.5)	(184.4)
Finance income	7	7.2	8.5
Share of profit after tax of jointly controlled entities	13(a)	4.3	2.8
Profit before taxation	2	176.2	112.9
Current taxation	8(a)	(3.9)	(3.1)
Deferred taxation	8(a)	(41.0)	(26.4)
Profit for the year		131.3	83.4
Attributable to:			
Equity shareholders of the parent Company		131.3	83.2
Non-controlling interests		-	0.2
		131.3	83.4

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 March 2026

	Note	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Profit for the year		131.3	83.4
Items that will not be reclassified subsequently to the income statement:			
Actuarial gain/(loss)	27	2.3	(24.7)
Current tax related to company contributions to defined benefit pension scheme	8	4.6	4.6
Deferred tax related to company contributions to defined benefit pension scheme	8	(5.4)	(5.4)
Deferred tax related to actuarial losses on pension scheme	8	0.1	6.7
Items that may be reclassified subsequently to the income statement:			
Gain/(loss) on cash flow hedges taken to equity		2.5	(4.4)
Translation differences		0.2	-
Tax on items charged to equity that may be reclassified	8	(0.6)	1.0
Other comprehensive income/(expense)		3.7	(22.2)
Total comprehensive income for the year		135.0	61.2
Attributable to:			
Equity shareholders of the parent Company		135.0	61.0
Non-controlling interests - profit for the year		-	0.2
		135.0	61.2

CONSOLIDATED BALANCE SHEET

As at 31 March 2026

		31 March 2026	Restated ¹ 31 March 2025	Restated ¹ 31 March 2024
	Note	£m	£m	£m
Non-current assets				
Intangible assets	10	121.8	121.6	119.4
Property, plant and equipment	11	6,176.4	5,746.7	5,308.4
Investments in jointly controlled entities	13	14.7	11.2	9.5
Financial investments	16	11.7	11.7	11.6
Loan receivables due from associated companies	12	26.7	33.3	39.7
Derivatives	22	4.6	-	7.1
Pension asset	27	-	-	10.7
		6,355.9	5,924.5	5,506.4
Current assets				
Inventories	14	15.5	14.9	12.4
Trade and other receivables	15	315.6	283.7	272.5
Interest bearing loans	15	1.9	-	3.3
Income tax receivable	15	3.3	1.6	0.8
Derivatives	22	0.6	2.8	-
Short term cash deposits	16	1.9	1.9	1.9
Cash and cash equivalents	16	457.0	206.8	91.2
		795.8	511.7	382.1
Total assets		7,151.7	6,436.2	5,888.5
Non-current liabilities				
Interest bearing loans and borrowings	18	4,352.0	4,181.6	3,878.1
Provisions	20	5.8	5.6	3.9
Deferred income tax liabilities	8	703.4	656.5	634.2
Pension liability	27	19.2	26.3	16.2
Derivatives	22	102.9	95.5	165.8
Other payables		-	-	2.4
Grants and deferred income	21	611.2	552.2	521.5
		5,794.5	5,517.7	5,222.1
Current liabilities				
Interest bearing loans and borrowings	18	361.9	380.1	217.2
Provisions	20	0.6	0.5	0.1
Trade and other payables	17	354.0	310.1	279.7
Derivatives	22	-	77.8	-
		716.5	768.5	497.0
Total liabilities		6,511.0	6,286.2	5,719.1
Net assets		640.7	150.0	169.4
Capital and reserves				
Called up share capital	23	-	-	-
Other reserve		51.9	51.9	51.9
Share premium reserve		2,003.1	1,603.1	1,603.1
Cash flow hedge reserve		4.0	2.1	5.5
Currency translation		(0.9)	(1.1)	(1.1)
Accumulated deficit		(1,417.4)	(1,506.0)	(1,495.7)
Equity shareholders' surplus		640.7	150.0	163.7
Non-controlling interests		-	-	5.7
Total capital and reserves		640.7	150.0	169.4

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts and classification of short term deposits as detailed in note 24.

Approved and authorised for issue by the Board of Directors on 24 July 2026 and signed on its behalf by:



H Mottram

Chief Executive Officer

Registered number 04760441

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 March 2026

Note	Equity share capital £m	Other reserve £m	Share premium reserve £m	Cash flow hedge reserve £m	Currency translation £m	Retained earnings £m	Total equity £m	Non- controlling interests £m	Total £m
At 1 April 2024	-	51.9	1,603.1	5.5	(1.1)	(1,495.7)	163.7	5.7	169.4
Profit for the year	-	-	-	-	-	83.2	83.2	0.2	83.4
Losses on cash flow hedges taken to equity	-	-	-	(4.4)	-	-	(4.4)	-	(4.4)
Tax on items taken to equity	-	-	-	1.0	-	-	1.0	-	1.0
Other comprehensive expense	-	-	-	-	-	(18.8)	(18.8)	-	(18.8)
Total comprehensive income and expense for the year	-	-	-	(3.4)	-	64.4	61.0	0.2	61.2
Disposal of subsidiary	-	-	-	-	-	-	-	(5.9)	(5.9)
Equity dividends paid (see note 9)	-	-	-	-	-	(74.7)	(74.7)	-	(74.7)
At 31 March 2025	-	51.9	1,603.1	2.1	(1.1)	(1,506.0)	150.0	-	150.0
Profit for the year	-	-	-	-	-	131.3	131.3	-	131.3
Gains on cash flow hedges taken to equity	-	-	-	2.5	-	-	2.5	-	2.5
Tax on items taken to equity	-	-	-	(0.6)	-	-	(0.6)	-	(0.6)
Other comprehensive income	-	-	-	-	0.2	1.6	1.8	-	1.8
Total comprehensive income and expense for the year	-	-	-	1.9	0.2	132.9	135.0	-	135.0
Equity injection	-	-	400.0	-	-	-	400.0	-	400.0
Equity dividends paid (see note 9)	-	-	-	-	-	(44.3)	(44.3)	-	(44.3)
At 31 March 2026	-	51.9	2,003.1	4.0	(0.9)	(1,417.4)	640.7	-	640.7

The 'other reserve' represents the Company's reorganisation of its ordinary share capital on 8 March 2013, which the Directors consider to be distributable.

The cash flow hedge reserve arises from the cumulative amount of gains or losses on hedging instruments and associated deferred tax taken directly to equity under the hedge accounting provisions of IAS 39.

The currency translation reserve arises from exchange differences on translation of the net assets of the Group's foreign operations.

Non-controlling interests represent a 33% minority interest in AquaGib Limited which was disposed of in the prior year.

CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 March 2026

	Note	Year to 31 March 2026 £m	Restated ¹ Year to 31 March 2025 £m
Operating activities			
Reconciliation of profit before interest to net cash flows			
Profit before interest		382.2	286.0
Depreciation and amortisation		182.4	166.1
Other non-cash charges and credits		(8.3)	(1.7)
Net credit for provisions, less payments		(0.5)	(0.2)
Difference between pension contributions paid and amounts recognised in the income statement		(6.3)	(15.4)
Capital grants received		26.3	13.4
Increase in inventories		(0.6)	(4.8)
Increase in trade and other receivables		(31.5)	(12.8)
Increase in trade and other payables		21.6	17.7
Cash generated from operations		565.3	448.3
Interest paid		(165.4)	(158.8)
Interest receivable on hedged swaps		0.9	1.8
Income taxes received/(paid) (including overseas tax paid of £nil (2025: £0.1m))		0.1	(0.1)
Income taxes received in respect of prior periods		0.8	0.7
Net cash flows from operating activities		401.7	291.9
Investing activities			
Interest received		5.4	10.6
Proceeds on disposal of property, plant and equipment		0.7	1.2
Proceeds on disposal of AquaGib		-	7.5
Cash and cash equivalents disposed in relation to AquaGib		-	(7.3)
Repayment of borrowings from joint ventures		4.3	7.7
Dividends received from jointly controlled entities		0.8	1.1
Movement in financial investment		-	(0.1)
Purchase of property, plant and equipment and intangible assets		(528.2)	(547.0)
Net cash flows used in investing activities		(517.0)	(526.3)
Financing activities			
New borrowings		439.8	447.9
Settled hedge instrument		(82.7)	-
Dividends paid to equity shareholders		(44.3)	(74.7)
Net movements in Revolving Credit Facility		(75.0)	(20.0)
Net movements in overdraft		(85.7)	34.8
Repayment of borrowings		(181.6)	(33.7)
Proceeds from issue of share capital		400.0	-
Payment of principal in respect of leases		(5.0)	(4.3)
Net cash flows from financing activities		365.5	350.0
Increase in cash and cash equivalents		250.2	115.6
Cash and cash equivalents at start of year	16	206.8	91.2
Cash and cash equivalents at end of year	16	457.0	206.8
Cash and cash equivalents at end of year	16	457.0	206.8
Short term cash deposits	16	1.9	1.9
Total cash, cash equivalents and short-term cash deposits		458.9	208.7

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts and classification of short term deposits as detailed in note 24.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

1. ACCOUNTING POLICIES

(a) Statement of compliance

The financial statements have been prepared in accordance with United Kingdom adopted international accounting standards.

The financial statements have been prepared on a going concern basis taking into account the principal risks and uncertainties disclosed in the Directors' Report, which assumes that the Group will have adequate funding to meet its liabilities as they fall due in the foreseeable future. As at 31 March 2026, the Group had net current assets of £79.3m (2025: £256.8m net current liabilities) and net assets of £640.7m (2025: £150.0m). The Directors have reviewed cash flow requirements and other factors, in particular the £600m committed bank facility, which was £600m undrawn at 31 March 2026. Accordingly, the Directors believe it is appropriate to prepare the financial statements on a going concern basis. Further details can be found in the 'Financial statements preparation and going concern' section in the Directors' Report.

The Directors consider the following accounting policies to be relevant in relation to the Group's financial statements. The financial statements of the Group for the year ended 31 March 2026 were authorised for issue by the Board of Directors on 24 July 2026 and the balance sheet was signed on the Board's behalf by H Mottram (CEO).

NWG is a private company, limited by shares and is registered, incorporated and domiciled in England and Wales under the Companies Act 2006.

The Group financial statements are presented in sterling and all values are rounded to the nearest one hundred thousand pounds (£0.1m) except where otherwise indicated.

The Group has adopted a number of standards, amendments to standards and interpretations during the year. There were no material impacts on the financial statements. The Group does not use supplier financing arrangements.

(b) Basis of consolidation

The consolidated financial statements have been prepared under the historical cost convention as modified by financial instruments recognised at fair value. The results of subsidiaries acquired during the period are included from the date of their acquisition. The results of subsidiaries disposed of during the period are included to the date of their disposal. Inter-segment revenue and profits are eliminated fully on consolidation. In accordance with IFRS 10 Consolidated Financial Statements and IFRS 12 Disclosure of Interests in Other Entities, the financial statements of two companies are consolidated as special purpose entities, with effect from 12 May 2004, being the date of the transaction which utilised these entities.

Where necessary, adjustments are made to bring the accounting policies used under relevant local GAAP in the individual financial statements of the Company, subsidiaries and jointly controlled entities into line with those used by the Group under IFRS.

Non-controlling interests represent the portion of profit or loss and net assets in subsidiaries that is not held by the Group and is presented within equity in the consolidated balance sheet, separately from parent shareholders' equity.

Prior year restatement

The Financial Reporting Council's (FRC's) Corporate Reporting Review Team, as part of its routine assessment of the quality of corporate reporting in the UK, conducted a review of the Northumbrian Water Group Limited Annual Report and Financial Statements for the year ended 31 March 2025.

Although conducted by staff of the FRC who have an understanding of the relevant legal and accounting framework, the FRC's review is based on the annual report and accounts and does not benefit from detailed knowledge of the business or an understanding of the underlying transactions entered into. Accordingly, the FRC's review provides no assurance that the group's annual report and accounts are correct in all material respects and the FRC (which includes its officers, employees and agents) accepts no liability for reliance on the review by the company or any third party, including but not limited to investors and shareholders.

The company responded to the enquiries raised by the FRC and, as a result, agreed to make certain changes to the 2025 comparative information presented in the 2026 Financial Statements, together with enhancements to other disclosures.

1. ACCOUNTING POLICIES (continued)

Prior year restatement (continued)

Two matters were assessed as material and therefore require correction by way of prior year restatement:

1. Presentation of cash and overdrafts: Although the Group has a legally enforceable right of set-off and manages liquidity operationally on a net basis, period end balances are not settled net in practice. As IAS 32's offsetting criteria were not met, cash and overdraft balances were incorrectly presented on a net basis. Prior year comparatives have been restated to present these balances gross.
2. Classification of £65.0m of short-term deposits: These deposits met the IAS 7 definition of cash equivalents; however, whilst correctly recorded as such in the cash flow statement, notes 16 and 25, they were incorrectly recorded in the balance sheet and note 22. Given the size of the balance and its importance to the clarity of the cash and cash equivalents position, the matter is considered material, and prior year comparatives have been restated to correct the classification.

Further details are set out in note 24.

(c) Associates and jointly controlled entities

Investments in associates and jointly controlled entities in the Group financial statements are accounted for using the equity method of accounting where the Group exercises significant influence over the associate. Significant influence is generally presumed to exist where the Group's effective ownership is 20% or more. The Group's share of the post tax profits less losses of associates and jointly controlled entities is included in the consolidated income statement and the carrying value in the balance sheet comprises the Group's share of their net assets/liabilities less distributions received and any impairment losses. Goodwill arising on the acquisition of associates and jointly controlled entities, representing the excess of the cost of investment compared to the Group's share of net fair value of the associate's identifiable assets, liabilities and contingent liabilities, is included in the carrying amount of the associate and is not amortised. Where necessary, adjustments are made to bring the accounting policies used into line with those of the Group to take into account fair values assigned at the date of acquisition and to reflect impairment losses where appropriate. Adjustments are also made to the Group's financial statements to eliminate the Group's share of unrealised gains and losses on transactions between the Group and its jointly controlled entities and associates.

(d) Intangible assets other than goodwill

Intangible assets include computer software and are recognised at cost less accumulated amortisation and any provision for impairment. Computer software is amortised evenly to its estimated economic life over a period of 2 to 25 years. Software is not amortised until commissioned.

Other intangible fixed assets represent the right to receive income under the operating agreement with the EA in respect of the Kielder Water transfer scheme. The value of this intangible asset has been assessed with reference to the net monies raised in accordance with the Kielder securitisation on 12 May 2004. The term of the operating agreement is in perpetuity and, accordingly, no amortisation is provided. The value of this intangible is assessed for impairment on an annual basis in accordance with IAS 36 'Impairment of Assets'.

Expenditure on internally developed intangible assets, excluding development costs, is taken to the income statement in the period in which it is incurred. Intangible assets acquired separately from a business are carried initially at cost. An intangible asset acquired as part of a business combination is recognised outside goodwill if the asset is separable or arises from contractual or other legal rights and its fair value can be measured reliably. Development expenditure is recognised as an intangible asset only after its technical feasibility and commercial viability can be demonstrated, the availability of adequate technical and financial resources and an intention to complete the project have been confirmed and the correlation between development costs and future revenues has been established.

(e) Property, plant and equipment

Property, plant and equipment and depreciation

Property, plant and equipment, including assets in the course of construction, comprise infrastructure assets (being mains and sewers, impounding and pumped raw water storage reservoirs, dams, sludge pipelines and sea outfalls) and other assets (including properties, overground plant and equipment).

Purchased property, plant and equipment are included at cost less accumulated depreciation and any provision for impairment. Cost comprises the aggregate amount incurred and the fair value of any other consideration given to acquire the asset and includes costs directly attributable to making the asset capable of operating as intended.

Where assets are constructed by a developer and adopted by NWL at no cost, the assets are recognised in the balance sheet at their fair value on the date of the transfer and an equivalent value is recognised in deferred income. The fair value is based on the average cost to NWL of constructing an equivalent asset.

1. ACCOUNTING POLICIES (continued)

(e) Property, plant and equipment (continued)

Freehold land is not depreciated. Other assets are depreciated evenly over their estimated economic lives, which are principally as follows: freehold buildings, 30-60 years; operational structures, plant and machinery, 4-92 years; infrastructure assets 4-200 years (see below); and fixtures, fittings, tools and equipment, 4-25 years.

The carrying values of property, plant and equipment are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recoverable and are written down immediately to their recoverable amount. Useful lives and residual values are reviewed annually and, where adjustments are required, these are made prospectively. Assets in the course of construction are not depreciated until commissioned.

Infrastructure assets

In the regulated water services business, infrastructure assets comprise a network of systems being mains and sewers, reservoirs, dams and sea outfalls.

Infrastructure assets were measured at a date prior to transition to IFRS (23 May 2003) at their fair value, which was adopted as deemed historical cost on transition to IFRS. The assets and liabilities were measured at fair value as a result of the acquisition on 23 May 2003.

Expenditure on infrastructure assets which enhances the asset base is treated as fixed asset additions while maintenance expenditure which does not enhance the asset base is charged as an operating cost.

Infrastructure assets are depreciated evenly to their estimated residual values over their estimated economic lives, which are principally as follows:

Dams and impounding reservoirs	150 years
Water mains	100 years
Sea outfalls	60 years
Sewers	200 years
Dedicated pipelines	4-20 years

(f) Loan receivables and financial investments

Loan receivables and financial investments comprise loans to third parties recoverable in more than one year and include cash held on long-term deposit as a guaranteed investment contract (GIC) relating to the Kielder securitisation. Loan receivables due from associated companies are assessed at each balance sheet date for expected credit losses (ECL) to reflect changes in credit risk since initial recognition, with any loss allowance for ECL recognised in the income statement, if appropriate. The GIC is assessed at each balance sheet date, although is very low risk due to the securitisation structure, with any ECL taken to the income statement in the year.

(g) Foreign currency transactions

Transactions in foreign currencies are initially recorded in the functional currency by applying the spot exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are re-translated at the functional currency rate of exchange ruling at the balance sheet date. The functional and presentational currency of NWG is United Kingdom sterling (£). Assets and liabilities of subsidiaries and jointly controlled entities in foreign currencies are translated into sterling at rates of exchange ruling at the end of the financial period and the results of foreign subsidiaries are translated at the average rate of exchange for the period. Differences on exchange arising from the re-translation of the opening net investment in subsidiary companies and jointly controlled entities, and from the translation of the results of those companies at the average rate, are taken to equity. All other foreign exchange differences are taken to the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in foreign currency exchange rates are not cash flows. However, the effect of exchange rate changes on cash and cash equivalents held or due in a foreign currency is reported in the cash flow statement in order to reconcile cash and cash equivalents at the beginning and the end of the period. This amount is presented separately from cash flows from operating, investing and financing activities, where material, and includes the differences, if any, had those cash flows been reported at end of period exchange rates.

(h) Inventories

Inventories are stated at cost less any provision necessary to recognise damage and obsolescence. All stock is used internally and therefore no fair value less costs to sell considerations are required. Inventory is charged at average cost upon use.

1. ACCOUNTING POLICIES (continued)

(i) Revenues

Provision of services

Revenue, which excludes value added tax, represents the fair value of the income receivable in the ordinary course of business for services provided. In accordance with IFRS 15, revenue is recognised as performance obligations to the customer are satisfied.

The Group's principal source of revenue is from water and wastewater charges to customers, which are recognised over the period which the services are provided. For volumetric charges to measured customers, revenue is recognised as the service is supplied. For measured charges which have not yet been billed, an accrual is made based on an estimate of consumption. Wholesale charges for non-household customers are estimated on the basis of market information provided by Market Operator Services Limited.

A secondary source of revenue is contributions to capital investment, particularly from developers.

For contributions related to the connection of new properties to the Group's networks, comprising infrastructure charges, new connection charges, requisitioned mains and sewers and adopted assets, the Group considers that these activities form a combined performance obligation that is not distinct from the ongoing provision of water and wastewater services through the new connection. On this basis, these contributions continue to be recognised as deferred income and amortised to the income statement over the expected useful life of the connection, as per note 1(k).

For other contributions to capital investment, most significantly mains and sewer diversions, the Group considers that the performance obligation is satisfied upon completion of the investment, which will typically be the point at which the associated asset is brought into use. On this basis, these contributions are recognised in full in the income statement upon satisfaction of the performance obligation. Contributions received before the performance obligation is satisfied are recorded as receipts in advance.

Interest income is accrued on a time basis by reference to the principal outstanding and at the effective interest rate applicable.

(j) Dividends

Dividends payable and receivable are recognised when the shareholders' right to receive the revenue is established.

(k) Grants and contributions

Grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Revenue grants are credited to the income statement in the period to which they relate. Capital grants and contributions relating to property, plant and equipment are treated as deferred income and amortised to the income statement over the expected useful economic lives of the related assets. Deferred income relating to assets adopted from customers, recognised in accordance with IFRIC 18, is amortised to the income statement over the expected useful economic lives of the related assets. Grants and contributions related to the connection of new properties to NWL's networks, comprising infrastructure charges, new connection charges, requisitioned mains and sewers and adopted assets, are recognised as deferred income and amortised to the income statement over the expected useful life of the connection.

Other grants and contributions to capital investment, most significantly mains and sewer diversions, are recognised in full in the income statement upon satisfaction of the performance obligation to the customer, which is the point at which the associated asset is brought into use. Up to this point, any contributions received are reported as receipts in advance.

(l) Leases

The Group adopted IFRS 16 with effect from 1 April 2019. The Group assesses whether a contract is or contains a lease, at the inception of a new contract, and recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less). For short-term leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the lessee uses its incremental borrowing rate.

1. ACCOUNTING POLICIES (continued)

(l) Leases (continued)

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is included in interest bearing loans and borrowings in the balance sheet. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group re-measures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is re-measured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is re-measured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group did not make any such adjustments during the periods presented.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in operating costs in the income statement.

(m) Pensions and other post-employment benefits

Defined benefit scheme

The cost of providing benefits under the defined benefit scheme is determined using the projected unit credit method, which attributes entitlement to benefits to the current period (to determine current service cost) and to the current and prior periods (to determine the present value of defined benefit obligation) and is based on actuarial advice. Past service costs are recognised immediately in the income statement. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are re-measured using current actuarial assumptions and the resultant gain or loss is recognised in the income statement during the period in which the settlement or curtailment occurs. Net interest is calculated by applying the discount rate to the net defined benefit asset or liability.

The service cost is disclosed in employment costs and the net interest expense is disclosed within finance costs payable.

Actuarial gains and losses on experience adjustments and changes in actuarial assumptions are recognised in full in the period in which they occur in the consolidated statement of comprehensive income.

Defined contribution scheme

The Group also operates defined contribution schemes. Obligations for contributions to the scheme are recognised as an expense in the income statement in the period in which they arise.

(n) Taxation

Current tax

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from, or paid to, the taxation authorities. The tax rates and tax laws used to compute the amounts are those that are enacted or substantively enacted by the balance sheet date.

1. ACCOUNTING POLICIES (continued)

(n) Taxation (continued)

Deferred tax

Deferred tax is provided using the liability method on temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in jointly controlled entities, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in jointly controlled entities, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each balance sheet date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted, or substantively enacted, at the balance sheet date.

Deferred tax is recognised in the income statement, except when it relates to items that are recognised in other comprehensive income or directly in equity, in which case, the deferred tax is also recognised in other comprehensive income or directly in equity respectively.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Value added tax

Revenues, expenses and assets are recognised net of the amount of value added tax except:

- where the value added tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the value added tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- in respect of receivables and payables, where the net amount of value added tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

(o) Derivative financial instruments

The Group utilises inflation rate swaps, forward power contracts, power purchase agreements and forward foreign exchange contracts as derivative financial instruments.

The Group designates certain derivatives as hedging instruments in respect of commodity risk and interest rate risk in cash flow hedges.

An accounting policy choice is available with regards to applying the hedge accounting requirements of IFRS 9 or retaining the requirements of IAS 39. The Group has elected to retain the requirements of IAS 39.

1. ACCOUNTING POLICIES (continued)

(o) Derivative financial instruments (continued)

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationship meets all of the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the hedge is effective on a retrospective basis; and
- the hedge is effective on a prospective basis.

A derivative instrument is considered to be used for hedging purposes when it alters the risk profile of an underlying exposure of the Group in line with the Group's risk management policies. Interest rate swap agreements are used to manage interest rate exposures. All derivative fair values are calculated with reference to relevant market rates at the reporting date. Further detail is provided in note 22.

Derivative instruments are recognised and subsequently measured at fair value, which is considered to be the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction reflecting the credit risk of the counterparties in the principal (or most advantageous) market under market conditions as at the balance sheet date.

In relation to cash flow hedges, which meet the conditions for hedge accounting, the portion of the gain or loss on the derivative hedging instrument that is determined to be an effective hedge is recognised directly in the cash flow hedge reserve and the ineffective portion is recognised in the income statement.

When the hedged firm commitment results in the recognition of a non-financial asset or a non-financial liability then, at the time the asset or liability is recognised, the associated gains or losses that had previously been recognised in the cash flow hedge reserve are included in the initial measurement of the acquisition cost or other carrying amount of the asset or liability. For all other cash flow hedges, the gains or losses that are recognised in the cash flow hedge reserve are transferred to the income statement in the same periods in which the hedged firm commitment affects the income statement.

For derivatives that do not qualify for hedge accounting, any gains or losses arising from changes in fair value are taken directly to the income statement.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. At that point in time, any cumulative gain or loss on the hedging instrument recognised in the cash flow hedge reserve is kept in the cash flow hedge reserve until the forecast transaction occurs. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in the cash flow hedge reserve is transferred to the income statement.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

(p) Interest bearing loans and borrowings

All loans and borrowings are initially stated at the amount of the net proceeds, being fair value of the consideration received net of issue costs associated with the borrowing.

Fixed rate borrowings are stated at amortised cost. Finance and issue costs are recognised in the income statement over the duration of the borrowing using the effective interest rate method.

The carrying amount of index linked borrowings increases annually in line with the relevant RPI, with the accretion being charged to the income statement as finance costs payable. Other borrowing costs are recognised as an expense when incurred and fees are recognised evenly over the duration of the borrowing.

For loans and borrowings acquired at acquisition, these are restated to fair value with the adjustment being included as part of the amortised cost using the effective interest rate method. Realised gains and losses that occur from the early termination of loans and borrowings are taken to the income statement in that period.

Net debt is the sum of all loans, borrowings and derivative financial instruments, less cash and cash equivalents, short term cash deposits, financial investments and loans receivable.

1. ACCOUNTING POLICIES (continued)

(q) Borrowing costs

Borrowing costs are generally expensed as incurred. Borrowing costs that are directly attributable to the acquisition or construction of an asset that necessarily takes a substantial time to prepare for its intended use are capitalised while the asset is being constructed as part of the cost of that asset.

Capitalisation ceases when the asset is substantially ready for its intended use or sale. If active development is interrupted for an extended period, capitalisation is suspended. When construction occurs piecemeal, and use of each part ceases upon substantial completion of that part, a weighted average cost of borrowings is used.

(r) Cash and cash equivalents and short-term cash deposits

Cash and cash equivalents disclosed in the balance sheet comprise cash at bank and in hand and short term deposits with a maturity on acquisition of three months or less, which are held for the purpose of meeting short term cash commitments rather than for investment or other purposes. Cash equivalents are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

Short term cash deposits disclosed in the balance sheet comprise cash deposited with a maturity of greater than three months on acquisition, a fixed interest rate and which do not constitute cash equivalents under IAS 7 'Statement of Cash Flows'.

For the purpose of the consolidated cash flow statement, cash and cash equivalents are as defined above.

(s) Trade and other receivables

Trade receivables are measured at fair value on initial recognition. Trade receivables are initially recorded at transaction price and subsequently measured at amortised cost, resulting in recognition at nominal value less an allowance for any doubtful debts.

The Group makes use of a simplified approach in accounting for trade and other receivables and records the loss allowance as lifetime expected credit losses. These are the expected shortfalls in contractual cash flows, considering the potential for default at any point during the life of the trade receivable. In calculating the expected loss, the Group applies expected recovery rates, based on actual historical cash performance and forward-looking information.

Debt is only written off after all available economic options for collecting the debt have been exhausted and the debt has been deemed to be uncollectable. This may be because the debt is considered to be impossible, impractical, inefficient or uneconomic to collect. Situations where this may arise include where the customer cannot be traced, the customer has insufficient assets to claim against or where the value of the debt makes it uneconomic to pursue.

(t) Fixed asset investments

Investments are initially recorded at the fair value of the consideration given including the acquisition charges associated with the investment. Subsequent to initial recognition, they are valued at original cost less any impairment.

(u) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources will be required and a reliable estimate can be made of the amount of the obligation.

(v) Impairment of assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses on continuing operations are recognised in the income statement in those expense categories consistent with the function of the impaired asset.

1. ACCOUNTING POLICIES (continued)

(v) Impairment of assets (continued)

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists the recoverable amount is estimated. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the income statement unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase. After such a reversal the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

(w) De-recognition of financial assets and liabilities

A financial asset or liability is generally de-recognised when the contract that gives rise to it is settled, sold, cancelled or expires.

Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, such that the difference in the respective carrying amounts together with any costs or fees incurred are recognised in the income statement.

(x) New and amended standards and interpretations not yet effective

Standards and interpretations that have been issued but are not yet effective as at the date of authorisation of these financial statements, and which are considered relevant to the Group, are set out below. The Group does not intend to early adopt these standards.

IFRS 18 *Presentation and Disclosure in Financial Statements*

(IFRS 18 replaces IAS 1 *Presentation of Financial Statements* and is effective for annual reporting periods beginning on or after 1 January 2027.)

IFRS 18 introduces new requirements for the presentation of financial statements, including updated classifications for income and expenses, enhanced disclosure requirements for management-defined performance measures, and additional guidance on the aggregation and disaggregation of financial information.

Management is currently assessing the impact that the adoption of IFRS 18 will have on the Group's consolidated financial statements, including potential changes to the presentation of the statement of profit or loss and related disclosures. At this stage, it is not practicable to quantify the full impact of adoption.

(y) Significant accounting judgements and key sources of estimation uncertainty

In the process of applying the accounting policies, the Group is required to make certain judgements, estimates and assumptions that it believes are reasonable based on the information available. Actual results may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The significant accounting judgement was the asset lives assigned to property, plant and equipment, details of which can be found in note 1(e).

The significant accounting estimates were:

- the estimation of income for measured water and sewerage services supplied to household customers but not billed at the end of the financial period. Consumption is billed in arrears on a six-monthly cycle. Revenue is estimated and accrued (note 15) using a defined methodology based upon historical usage and the relevant tariff per customer. A variation of 25% in usage would change revenue by £16.5m;
- those assumptions used in arriving at the pension asset/liability under IAS 19. Those key assumptions and their possible impact are disclosed in note 27, 'Pensions and other post-retirement benefits'; and
- the doubtful debt provision (note 15), which is determined by estimating expected credit losses based on the Group's historical experience of irrecoverable debts. Debt is segmented according to the age of the debt, payment history and type of debt (e.g. current or previous occupier). Higher provisioning percentages are applied to categories of debt which are considered to be of greater risk, including those with a poor payment history as well as to those of greater age. Bad debt provisioning rates are reviewed annually to reflect the latest collection performance data. Potential impacts of forward-looking macro-economic factors on collectability are also considered. A reduction of 0.3% in the long-term collection rate would increase the provision by £12.2m.

Whilst management have acknowledged the risks posed by climate change, they have assessed that there is no quantitatively material impact arising from climate change on the judgements and estimates made in the financial statements for the year ended 31 March 2026.

2. SEGMENTAL ANALYSIS

For management purposes, the Group is organised into business units according to the nature of its products and services and has three reportable operating segments. The trading of the business is principally carried out within the UK. Profit is measured at profit before interest.

Northumbrian Water Limited (NWL)

NWL is one of the ten regulated water and sewerage businesses in England and Wales. NWL operates in the north east of England, where it trades as Northumbrian Water, and in the south east of England, where it trades as Essex & Suffolk Water. NWL also has non-regulated activities closely related to its principal regulated activity.

Water and wastewater contracts

NWG owns a number of companies to deliver specific water and wastewater contracts in Scotland.

Other

Central unallocated costs and provisions are included in this segment.

Transfer prices between business segments are set on an arm's length basis in a manner similar to transactions with third parties. Segment revenue, segment expense and segment result include transfers between business segments. Those transfers are eliminated on consolidation.

Revenue

	NWL £m	Water and wastewater contracts £m	Other £m	Total £m
Year ended 31 March 2026				
Segment revenue	1,170.5	20.4	10.1	1,201.0
Inter-segment revenue	-	-	(9.6)	(9.6)
Revenue from external customers	1,170.5	20.4	0.5	1,191.4

Year ended 31 March 2025

Segment revenue	1,006.5	34.1	9.1	1,049.7
Inter-segment revenue	-	-	(8.7)	(8.7)
Revenue from external customers	1,006.5	34.1	0.4	1,041.0

Profit before interest

	NWL £m	Water and wastewater contracts £m	Other £m	Total £m
Year ended 31 March 2026				
Segment profit/(loss) before interest	383.5	1.8	(3.1)	382.2
Finance income	4.0	0.6	2.6	7.2
Finance costs	(213.8)	(0.1)	(3.6)	(217.5)
Share of profit after tax from jointly controlled entities				4.3
Profit before taxation				176.2
Taxation				(44.9)
Profit for the year from continuing operations				131.3

Year ended 31 March 2025

Segment profit/(loss) before interest	291.4	2.0	(7.4)	286.0
Finance income	4.0	0.7	3.8	8.5
Finance costs	(181.2)	(0.1)	(3.1)	(184.4)
Share of profit after tax from jointly controlled entities				2.8
Profit before taxation				112.9
Taxation				(29.5)
Profit for the year from continuing operations				83.4

2. SEGMENTAL ANALYSIS (continued)

Assets and liabilities

	NWL		Water and waste water contracts		Other		Restated ¹	Total	Restated ¹
	31 March 2026 £m	31 March 2025 £m	31 March 2026 £m	31 March 2025 £m	31 March 2026 £m	31 March 2025 £m	31 March 2026 £m	31 March 2025 £m	31 March 2025 £m
Segment assets	7,036.5	6,322.7	28.9	27.0	86.3	86.5	7,151.7	6,436.2	
Segment liabilities	6,351.6	6,074.1	9.2	10.5	150.2	201.6	6,511.0	6,286.2	

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts as detailed in note 24.

	NWL		Water and waste water contracts		Other		Total	
	31 March 2026 £m	31 March 2025 £m	31 March 2026 £m	31 March 2025 £m	31 March 2026 £m	31 March 2025 £m	31 March 2026 £m	31 March 2025 £m
Property, plant and equipment additions	604.3	595.5	-	-	-	-	604.3	595.5
Depreciation & impairment	173.5	155.9	-	1.3	-	-	173.5	157.2
Intangible asset additions	8.4	11.1	-	-	-	-	8.4	11.1
Amortisation	8.9	8.9	-	-	-	-	8.9	8.9

Geographical information

Revenue from continuing operations from external customers from the UK was £1,191.4m (2025: £1,027.2m). Revenue from other countries was £nil (2025: £13.8m).

Profit before tax from continuing operations from UK activities, which includes the results from joint controlled entities (see note 13a), was £176.5m (2025: £112.6m). Loss before tax from overseas activities was £0.3m (2025: £0.3m profit).

Non-current assets for operations in the UK were £6,353.8m (2025: £5,924.5m). Non-current assets for operations in other countries were £nil (2025: £nil).

3. OPERATING COSTS

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Materials and consumables	37.6	35.8
Inventories recognised as an expense	5.3	5.3
Total employment costs (see note 6)	227.1	192.8
Own work capitalised	(85.8)	(71.9)
Depreciation of property, plant and equipment (see note 11)	173.5	157.2
Amortisation of intangible assets (see note 10)	8.9	8.9
Profit on disposal of property, plant and equipment	(0.4)	(1.2)
Loss on disposal of subsidiary	-	4.1
Costs of research and development	0.8	0.8
Bad debt charge	19.9	19.0
Other operating costs	422.3	404.2
Operating costs	809.2	755.0

Other operating costs include hired and contracted services, power, debt management, rates and abstraction.

4. AUDITOR'S REMUNERATION

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Fees payable for the audit of parent Company and consolidated financial statements	0.1	0.1
Other fees to auditor:		
Audit of subsidiaries	0.5	0.5
Other non-audit services	0.4	0.4
	1.0	1.0

Other non-audit services include the audit in respect of NWL's Annual performance Report (APR), including the audit of the Regulatory Accounting Statements, and agreed upon procedures in respect of additional regulatory information, the statement of sufficiency of financial resources and facilities and financial resilience stress testing. Additional fees were incurred in respect of shareholder reporting and third party contracts.

5. DIRECTORS' EMOLUMENTS

Directors' remuneration

The remuneration of the directors is shown below, this represents a single director who is also the highest paid Director.

	Year to 31 March 2026 £000	Year to 31 March 2025 £000
Emoluments (including benefits in kind)	1,143	1,445

NWL complies with its obligations under s35A of the Water Industry Act 1991 (as amended by the Water Act 2003) by disclosing in its financial statements each year a detailed breakdown of remuneration paid to the Executive Director of NWL which is linked to NWL's standards of performance. NWL pays 70% of NWL's Executive Director, H Mottram, salary, benefits in kind and pension and NWG pays the remaining 30% which reflects the time spent on activities. In accordance with the Ofwat performance-related executive pay prohibition rule, due to the undertakings agreed with Ofwat following the FFT investigation during the year, the CEO will receive no STIP or LTIP payment for 2025/26. The cost of STIP and LTIP payments is generally apportioned 70% to NWL and 30% to NWGL, consistent with the fixed pay split; however, in the past three years the full cost has been borne by NWGL. Retention payments are fully borne by NWGL.

None of the Directors serving during the year ended 31 March 2026 were members of a pension scheme where the Group makes contributions towards the cost.

Long Term Incentive Plan (LTIP)

Executive Directors participate in a cash based LTIP. The LTIP is designed to operate as a modest retention mechanism only.

The LTIP is structured with 60% related to the achievement of balanced scorecard targets, delivering benefits for customers and the environment, and 40% related to financial targets. For the financial targets there will be no vesting if less than 97.5% of the target value is achieved, increasing on a sliding scale to 50% vesting if 100% of the target is achieved and 100% vesting if 105% of the target is achieved.

The amount disclosed in note 5, includes £nil (2025: £242k) in respect of the amount vested under the LTIP.

6. EMPLOYEE INFORMATION

The total employment costs of all employees (including Directors) of the Group were:

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Wages and salaries	172.7	159.5
Social security costs	23.5	16.8
Defined benefit pension service cost/(credit) (see note 27)	1.5	(7.5)
Defined contribution pension scheme costs	27.5	22.7
Other pension costs	1.9	1.3
Total employment costs	227.1	192.8
Total employment costs were charged as follows:		
Capital schemes and infrastructure renewals	75.2	63.2
Manpower costs	151.9	129.6
	227.1	192.8

The average monthly number of employees (including Directors) of the Group were:

	Year to 31 March 2026 Number	Year to 31 March 2025 Number
Water and waste water services	1,497	1,424
Customer services and meter reading	960	776
Other regulated activities	1,296	1,218
Non regulated activities	91	87
NWL	3,844	3,505
Water and wastewater contracts	34	102
	3,878	3,607

7. FINANCE (INCOME)/COSTS

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Bank, other loans and overdrafts	178.3	166.2
Amortisation of discount, fees, loan issue costs and other financing items	4.6	2.4
Interest income in respect of derivatives	(8.0)	(12.6)
Gain arising on swaps where hedge accounting is not applied	(0.9)	(1.8)
Capitalisation of interest	(25.6)	(22.5)
Accretion on index linked bonds	49.9	37.2
Accretion on inflation swaps	13.6	11.0
Net interest cost on pension plan obligations	1.4	0.2
Finance costs on leases	4.2	4.3
Total finance costs	217.5	184.4
Finance income	(7.2)	(8.5)
Net finance costs	210.3	175.9

8. TAXATION

(a) Tax on profit

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Current tax:		
UK current income tax charge at 25% (2025: 25%)		
- continuing operations	3.6	3.9
Adjustment in respect of prior periods	0.3	(0.9)
UK corporation tax	3.9	3.0
Overseas current tax	-	0.2
Adjustment in respect of overseas current tax in prior periods	-	(0.1)
Total current tax charge	3.9	3.1
Deferred tax:		
Origination and reversal of temporary differences in the year at 25% (2025: 25%)		
- continuing operations	40.7	25.4
Adjustment in respect of prior periods	0.3	1.0
Total deferred tax charge	41.0	26.4
Total tax charge in the income statement	44.9	29.5

The rate of UK corporation tax for the current year was 25%. In addition to the Group's tax charge of £44.9m (2025: £29.5m) to the income statement, tax of £1.3m (2025: £6.9m credited) has been charged directly to the statement of comprehensive income.

The current tax credit for the year is £0.7m as the current tax charge in the income statement is offset by the current tax credit in the statement of comprehensive income. This offset relates to deductions allowable for tax purposes on pension contributions which are in excess of the pension accounting deductions taken in the income statement and as a result the tax is moved to the statement of comprehensive income. The £0.7m current tax credit arose from a corporation tax charge recognised in respect of Research and Development Expenditure Credit (RDEC) claims of £0.2m for the current year and an adjustment for prior year RDEC claims of £0.2m, offset by a tax credit for losses surrendered to related parties of £1.1m.

No current tax was due in respect of the UK trading activities due to capital allowances on qualifying capital expenditure, including full expensing and 50% first-year allowances.

The deferred tax charge for the year is £41.0m to the income statement and £5.9m to the statement of comprehensive income.

The full expensing and 50% first-year allowance regime was made permanent at the Autumn Statement on 22 November 2023 and due to our significant and recurring capital programme it is no longer deemed necessary to claim all of the capital allowances available to us to generate tax losses to carry forward.

8. TAXATION (continued)

(b) Tax relating to items charged or credited outside the income statement

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Items that will not be reclassified subsequently to the income statement:		
- current tax related to company contributions to defined benefit pension scheme	(4.6)	(4.6)
- deferred tax related to company contributions to defined benefit pension scheme	5.4	5.4
- actuarial losses on pension schemes	(0.1)	(6.7)
Items that may be reclassified subsequently to the income statement:		
Cash flow hedges	0.6	(1.0)
Total tax credit in the statement of comprehensive income	1.3	(6.9)

(c) Reconciliation of the total tax charge

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Profit before taxation	176.2	112.9
Profit before tax multiplied by standard rate of corporation tax of 25% (2025: 25%)	44.1	28.2
Expenses not deductible for tax purposes	0.4	2.2
Depreciation in respect of non-qualifying items	1.6	1.4
Non-taxable income and enhanced tax reliefs	-	(1.5)
Non-allowable share of jointly controlled entities	(1.1)	(0.7)
Tax losses carried back to previous period	-	0.1
Movement in deferred tax recognised on corporate interest restrictions	0.1	0.6
Tax on pension contributions reflected in OCI	(0.8)	(0.8)
Adjustment to tax charge in respect of prior periods	0.6	-
Total tax charge reported in the income statement	44.9	29.5

8. TAXATION (continued)

(d) Deferred tax

The movements in deferred tax liabilities/(assets) are as follows:

	Accelerated tax depreciation £m	Deferred income £m	Tax losses £m	Retirement benefit obligations £m	Derivatives at fair value £m	Business combinations £m	Other £m	Total £m
At 1 April 2024	720.5	(104.8)	(18.5)	6.4	(11.9)	6.8	35.7	634.2
Charge/(credit) in the income statement	23.5	(7.6)	1.5	2.9	0.9	(0.2)	5.4	26.4
Credit in other comprehensive income	-	-	-	(1.3)	(1.1)	-	-	(2.4)
Disposal of subsidiary undertakings	0.4	-	-	(2.1)	-	-	-	(1.7)
At 31 March 2025	744.4	(112.4)	(17.0)	5.9	(12.1)	6.6	41.1	656.5
Charge/(credit) in the income statement	49.7	(14.3)	1.1	0.5	(0.3)	(0.2)	4.5	41.0
Charge in other comprehensive income	-	-	-	5.3	0.6	-	-	5.9
At 31 March 2026	794.1	(126.7)	(15.9)	11.7	(11.8)	6.4	45.6	703.4

'Other' includes deferred tax liabilities of £16.1m (2025: £16.1m) in respect of intangible assets (see note 10), £31.4m (2025: £26.0m) in respect of capitalised interest and £1.5m (2025: £1.5m) in respect of rolled over capital gains, and deferred tax assets of £0.1m (2025: £0.2m) in respect of corporate interest restriction reactivations, £0.1m (2025: £0.1m) in respect of RDEC, £3.0m (2025: £1.6m) in respect of provisions and other small deferred tax assets of £0.3m (2025: £0.4m).

The Group may in future obtain deductions for interest of £90.2m which has been disallowed under the corporate interest restriction rules. Due to the uncertainty regarding its recovery, no deferred tax asset has been recognised.

Deferred tax assets and liabilities are offset where the Group has a legally enforceable right to do so.

As a result of the adoption of the amendment to IAS 12 in relation to Deferred Tax related to Assets and Liabilities arising from a Single Transaction, the Group has provided further disclosure below to show the assets and liabilities to which the depreciation in excess of capital allowances relate.

	Property, plant and equipment £m	Right-of-use assets £m	Lease liabilities £m	Accelerated tax depreciation £m
At 1 April 2025	738.3	1.0	5.1	744.4
Charge in the income statement	48.8	0.2	0.7	49.7
At 31 March 2026	787.1	1.2	5.8	794.1

8. TAXATION (continued)

(e) Factors that may affect future tax charges

The Group expects to continue to incur high levels of capital expenditure, especially by its principal subsidiary, NWL, in the 2025-2030 regulatory review period. As a result of the enhancements to the capital allowances regime in recent years the UK current tax charge is expected to be nil.

The Organisation for Economic Co-operation and Developments (OECD) released Pillar Two model rules in December 2021 introducing a global minimum tax rate of 15% to address the tax concerns about uneven profit distribution and tax contributions of large multinational corporations. In December 2022, the OECD released transitional safe harbour rules as a short-term measure to minimise the compliance burden for lower risk jurisdictions.

The Pillar Two top-up tax rules were substantially enacted in the UK in 2023 with application from 1 January 2024. The Group does not expect to be subject to the top-up tax in relation to its operations in any of the jurisdictions in which it operates because they fall within the OECD transitional safe harbour rules which have also been adopted by the UK. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and will account for it as current tax when it is incurred.

9. DIVIDENDS PAID AND PROPOSED

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Equity dividends declared and paid on ordinary shares during the year:		
Ordinary shares:		
Final dividend paid for the year ended 31 March 2025: £nil per share (year ended 31 March 2024: £93,375 per share)	-	37.4
Interim dividend for the year ended 31 March 2026: £55,375 per share (2025: £93,375 per share)	44.3	37.3
Dividends paid	44.3	74.7
Final proposed dividend for the year ended 31 March 2026: £66,813 per share (2025: £nil per share)	53.5	-

10. INTANGIBLE ASSETS

	Software £m	Assets in development £m	Other £m	Total £m
Cost:				
At 1 April 2024	142.2	10.7	64.2	217.1
Additions	-	11.1	-	11.1
Transfers	13.4	(13.4)	-	-
At 31 March 2025	155.6	8.4	64.2	228.2
Additions	-	8.4	-	8.4
Transfers	5.4	(4.7)	-	0.7
At 31 March 2026	161.0	12.1	64.2	237.3
Amortisation:				
At 1 April 2024	97.7	-	-	97.7
Charge for the year	8.9	-	-	8.9
At 31 March 2025	106.6	-	-	106.6
Charge for the year	8.9	-	-	8.9
At 31 March 2026	115.5	-	-	115.5
Carrying value:				
At 31 March 2026	45.5	12.1	64.2	121.8
At 31 March 2025	49.0	8.4	64.2	121.6
At 1 April 2024	44.5	10.7	64.2	119.4

10. INTANGIBLE ASSETS (continued)

The other intangible asset represents the right in perpetuity to receive income under the operating agreement with the EA in respect of the Kielder Water transfer scheme and, therefore, the Directors consider the asset has an indefinite life. Accordingly, future cash flows, which increase in line with inflation and have been assumed at 2.56%, have been discounted at a rate of 6.6% in perpetuity to calculate a value in use. This represents a long-term nominal gilt yield and an assumed credit spread. This calculation satisfied the Group that the carrying value at 31 March 2026 had not been impaired. Furthermore, it is improbable that the discount rate would increase to such a level that the carrying value would be impaired.

Cumulative borrowing costs capitalised in the cost of intangible assets amount to £5.6m (2025: £5.0m). The capitalisation rate used to determine the amount of borrowing costs eligible for capitalisation was 5.10% (2025: 5.03%).

11. PROPERTY, PLANT AND EQUIPMENT

	Freehold land and buildings £m	Infrastructure assets £m	Operational structures, plant and machinery £m	Fixtures, fittings, tools and equipment £m	Assets in the course of construction £m	Total £m
Cost:						
At 1 April 2024	168.9	3,329.1	3,724.3	273.9	463.7	7,959.9
Additions	2.1	23.7	0.4	-	569.3	595.5
Schemes commissioned	4.5	150.6	364.7	25.5	(545.3)	-
Disposal of AquaGib	-	(10.2)	(26.8)	(3.5)	-	(40.5)
Disposals	-	(2.3)	(5.8)	(0.3)	-	(8.4)
At 31 March 2025	175.5	3,490.9	4,056.8	295.6	487.7	8,506.5
Additions	1.4	36.1	3.7	-	563.1	604.3
Schemes commissioned	3.9	140.8	239.3	19.2	(404.0)	(0.8)
Disposals	(0.2)	(3.5)	(6.0)	-	-	(9.7)
At 31 March 2026	180.6	3,664.3	4,293.8	314.8	646.8	9,100.3
Depreciation:						
At 1 April 2024	79.2	431.7	1,903.4	237.2	-	2,651.5
Charge for the year	4.0	34.0	111.8	7.4	-	157.2
Disposal of AquaGib	-	(10.2)	(26.8)	(3.5)	-	(40.5)
Disposals	-	(2.3)	(5.8)	(0.3)	-	(8.4)
At 31 March 2025	83.2	453.2	1,982.6	240.8	-	2,759.8
Charge for the year	4.3	34.3	124.0	10.9	-	173.5
Disposals	-	(3.5)	(5.9)	-	-	(9.4)
At 31 March 2026	87.5	484.0	2,100.7	251.7	-	2,923.9
Net book value at 31 March 2026	93.1	3,180.3	2,193.1	63.1	646.8	6,176.4
Net book value at 31 March 2025	92.3	3,037.7	2,074.2	54.8	487.7	5,746.7
Net book value at 1 April 2024	89.7	2,897.4	1,820.9	36.7	463.7	5,308.4
Right of Use Assets included above:						
Additions/adjustments in the year	1.4	-	9.7	-	-	11.1
Depreciation charge for the year	0.4	0.5	6.4	-	-	7.3
Carrying value at 31 March 2026	4.9	40.3	20.3	-	-	65.5
Carrying value at 31 March 2025	3.9	40.8	17.0	-	-	61.7

Operational structures, plant and machinery include an element of land and buildings dedicated to those assets. It is not possible to separately identify the value of all land assets. The Group continues to apply IAS 23 Borrowing Costs (Revised) and has capitalised £25.0m for the year ended 31 March 2026 (2025: £21.9m). The capitalisation rate used to determine the amount of borrowing costs eligible for capitalisation was 5.10% (2025: 5.03%).

12. LOAN RECEIVABLES DUE FROM ASSOCIATED COMPANIES

	31 March 2026 £m	31 March 2025 £m
Medium Term loan due from Wave Ltd	10.7	10.7
Loans due from Anglian Water Business (National) Limited	2.0	8.2
Loan due from Northumbrian Services Limited	14.0	14.4
	26.7	33.3

Amounts due from Northumbrian Services Limited, a sister group, is long-term in nature and there is no current expectation that this will be settled in the near future. The medium term loan due from Wave Ltd is due 31 August 2027 or such other date as mutually agreed between the parties. The loan due from Anglian Water Business (National) Limited represents a £2.0m loan with no fixed repayment date. See note 29 for further detail on the associated rates.

13. INVESTMENTS

	31 March 2026 £m	31 March 2025 £m
Investments in jointly controlled entities	14.7	11.2

(a) Investments in jointly controlled entities

The Group, through its direct subsidiary, NWGCSL, holds 50% of the nominal value of issued ordinary £1 shares in Vehicle Lease and Service Limited (VLS). VLS was incorporated in England and Wales and undertakes the business of hiring, leasing and servicing of vehicles and plant.

NWG also directly owns 50% of a joint venture company, Wave which, through its trading subsidiary, carries out non-household retail activities in England and Scotland.

	Wave 31 March 2026 £m	VLS 31 March 2026 £m	Total 31 March 2026 £m	Wave 31 March 2025 £m	VLS 31 March 2025 £m	Total 31 March 2025 £m
Revenue	351.0	10.9	361.9	276.1	10.2	286.3
Operating costs	(344.5)	(9.0)	(353.5)	(270.9)	(8.7)	(279.6)
Profit before interest	6.5	1.9	8.4	5.2	1.5	6.7
Finance costs payable	(1.7)	(0.7)	(2.4)	(2.2)	(0.6)	(2.8)
Finance income receivable	0.3	-	0.3	0.3	-	0.3
Profit before taxation	5.1	1.2	6.3	3.3	0.9	4.2
Taxation	(1.7)	(0.3)	(2.0)	(1.1)	(0.3)	(1.4)
Profit for the year	3.4	0.9	4.3	2.2	0.6	2.8
Non-current assets	3.7	5.4	9.1	4.5	5.4	9.9
Current assets	83.6	21.4	105.0	70.1	17.2	87.3
Share of gross assets	87.3	26.8	114.1	74.6	22.6	97.2
Current liabilities	(61.2)	(10.6)	(71.8)	(46.9)	(8.7)	(55.6)
Non-current liabilities	(15.3)	(12.3)	(27.6)	(20.3)	(10.1)	(30.4)
Share of gross liabilities	(76.5)	(22.9)	(99.4)	(67.2)	(18.8)	(86.0)
Share of net assets	10.8	3.9	14.7	7.4	3.8	11.2

Where, for commercial reasons, the accounting reference date of a joint venture is a date other than that of the Company, management accounts made up to the Company's accounting reference date have been used.

13. INVESTMENTS (continued)

(b) The Group's interests in subsidiaries which, with the exception of dormant companies are all included in the consolidated financial statements, at 31 March 2026 were as follows:

Name of undertaking	Country of incorporation or registration and operation	Description of shares held	Proportion of nominal value of issued shares held by Group (%)	Business activity
NWG Commercial Solutions Limited ¹	England and Wales	Ordinary shares of £1	100	Holding of investments and loans
Northumbrian Water Limited ¹	England and Wales	Ordinary shares of £1	100	Water and sewerage services
Northumbrian Water Finance plc ¹	England and Wales	Ordinary shares of £1	100	Holding of finance instruments
Caledonian Environmental Levenmouth Treatment Services Limited ¹	England and Wales	Ordinary shares of £1	100	Wastewater services
Ayr Environmental Services Operations Limited ²	Scotland	Ordinary shares of £1	100	Wastewater services
Northumbrian Water Projects Limited ¹	England and Wales	Ordinary shares of £1	100	Wastewater services
Analytical & Environmental Services Limited ^{1, 4}	England and Wales	Ordinary shares of £1	100	Dormant
Essex and Suffolk Water Limited ¹	England and Wales	Ordinary shares of £1	99.7	Holder of loan note
Northumbrian Holdings Limited ^{1, 4}	England and Wales	Ordinary shares of £1	100	Dormant
Northumbrian Water Mexico Limited ^{1, 4}	England and Wales	Ordinary shares of £1	100	Dormant
Northumbrian Water Pension Trustees Limited ¹	England and Wales	Ordinary shares of £1	100	Pension trustee company
Northumbrian Water Share Scheme Trustees Limited ^{1, 4}	England and Wales	Ordinary shares of £1	100	Dormant
Reiver Finance Limited ¹	England and Wales	Ordinary shares of £1	100	Finance
Reiver Holdings Limited ¹	England and Wales	Ordinary shares of £1	100	Holding company
Three Rivers Insurance Company Limited ³	Isle of Man	Ordinary shares of £1	100	Insurance
Europa Environments Limited ^{5, 6}	Gibraltar	Ordinary shares of £1	100	Dormant
Northumbrian Water Company 1 Limited ⁷	Scotland	Ordinary shares of £1	100	General partner
Northumbrian Water Company 2 Limited ⁷	Scotland	Ordinary shares of £1	100	General partner
Northumbrian Water Company 3 Limited ⁷	Scotland	Ordinary shares of £1	100	Financing company

1. Registered office: Northumbria House, Abbey Road, Pity Me, Durham, DH1 5FJ, UK.

2. Registered office: Meadowhead Wastewater Treatment Works and Sludge Treatment Centre, Meadowhead Road, Irvine, Ayrshire, KA11 5AY, UK.

3. Registered office: 1st Floor, Goldie House, 1-4 Goldie Terrace, Upper Church Street, Douglas, Isle of Man, IM1 1EB.

4. The company is entitled to exemption from audit under section 480 of the Companies Act 2006 relating to dormant companies.

5. Registered office: Suite 23, 10 Portland House, Glacis Road, Gibraltar.

6. The company is entitled to exemption from audit under section 259 of the Gibraltar Companies Act, 2014 relating to the reporting requirements for a small company.

7. Registered office: 10/1 Capella Building, 60 York Street, Glasgow, United Kingdom, G2 8JX.

The Group is also a partner in Northumbrian Water Company 1 Scottish Limited Partnership and Northumbrian Water Company 2 Scottish Limited Partnership, registered in Scotland.

14. INVENTORIES

	31 March 2026 £m	31 March 2025 £m
Raw materials and consumables	15.5	14.9

15. TRADE AND OTHER RECEIVABLES

	31 March 2026 £m	31 March 2025 £m
Trade receivables	316.2	288.1
Doubtful debt provision	(98.4)	(91.7)
Amounts owed by jointly controlled entities	12.9	12.2
Interest bearing loans to jointly controlled entities	1.9	-
Prepayments	11.0	9.6
Accrued income	55.3	49.3
Income tax receivable	3.3	1.6
Other receivables	18.6	16.2
	320.8	285.3

Other receivables principally reflect amounts receivable in respect of value added tax. Interest bearing loans to jointly controlled entities represents a working capital facility, due 30 September 2026. See note 29 for further detail on associated rates. Amounts owed by jointly controlled entities are loans for a period of one calendar month for each advance, or any other period agreed between the borrower and the lender. These amounts are expected to be settled within 60 days. The consideration of forward looking macro-economic factors, as required by IFRS 9, has not materially changed the carrying value of trade receivables.

Accrued income includes £47.2m relating to cash received from customers, comparatives for the year ended 31 March 2025 have been represented to increase trade receivables by £48.0m and correspondingly decrease the accrued income by the same amount.

As at 31 March 2026, trade receivables at nominal value of £98.4m (2025: £91.7m) were impaired. Movements in the provision for impairment of trade receivables were as follows:

	£m
At 1 April 2024	86.4
Charge for the year	19.0
Utilised	(13.5)
Disposal of subsidiary	(0.2)
At 31 March 2025	91.7
Charge for the year	19.9
Utilised	(13.2)
At 31 March 2026	98.4

The analysis of trade receivables overdue but not impaired on a net basis is as follows:

	0-3 months £m	3-12 months £m	12-24 months £m	24-36 months £m	+36 months £m	Total £m
At 31 March 2026	12.1	60.6	41.0	26.1	63.2	203.0
At 31 March 2025	0.1	44.1	25.1	16.8	42.1	128.2

16. CASH AND CASH EQUIVALENTS AND SHORT-TERM DEPOSITS

For the purposes of the consolidated cash flow statement, cash and cash equivalents comprise the following:

	31 March 2026 £m	Restated ¹ 31 March 2025 £m
Cash at bank and in hand	86.2	205.1
Cash equivalent deposits	370.8	1.7
Cash and cash equivalents	457.0	206.8
Short-term cash deposits >3 months	1.9	1.9

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts as detailed in note 24.

As at 31 March 2026, cash at bank and in hand includes £10.6m (2025: £10.0m) of restricted cash in respect of the Kielder securitisation and is therefore unavailable for general use by the Group. This is in addition to the £11.7m (2025: £11.7m) financial asset disclosed on the face of the balance sheet, which represents cash held on long-term deposit as a guaranteed investment contract, also relating to the Kielder securitisation.

17. TRADE AND OTHER PAYABLES

	31 March 2026 £m	31 March 2025 £m
Trade payables	72.2	62.0
Taxation and social security	5.2	4.5
Other payables	13.7	16.5
Interest payable	77.6	63.9
Receipts in advance	40.9	28.5
Accruals	48.4	49.3
Capital accruals	78.5	69.9
Deferred income	17.5	15.5
	354.0	310.1

Other payables includes amounts due in respect of payroll related liabilities, insurance liabilities, deposits held, holiday pay accrual and contract retentions.

18. INTEREST BEARING LOANS AND BORROWINGS

	31 March 2026 £m	Restated ¹ 31 March 2025 £m
Current:		
Bank overdrafts	33.8	119.5
Current instalments on borrowings (principal £321.8m, 2025: £255.6m)	321.8	255.6
Current instalments on leases (principal £6.3m, 2025: £5.0m) (see note 19)	6.3	5.0
	361.9	380.1
Non-current:		
Non-current obligations on leases (principal £72.2m, 2025: £68.1m) (see note 19)	72.2	68.1
Non-current instalments on borrowings (principal £4,354.1m, 2025: £4,182.6m)	4,279.8	4,113.5
	4,352.0	4,181.6
Borrowings comprise the following:		
Overdrafts payable on demand	33.8	119.5
Bank Loans (principal £399.6m, 2025: £599.6m)	399.6	599.6
Eurobonds - due 11 October 2026, 1.625% (principal £300.0m, 2025: £300.0m)	299.8	299.6
Eurobonds - due 05 October 2027, 2.375% (principal £300.0m, 2025: £300.0m)	299.5	299.1
Eurobonds - due 14 February 2031, 4.5% (principal £400.0m, 2025: £400.0m)	395.0	394.4
Eurobonds - due 22 July 2032, 5.375% (principal £300.0m, 2025: £nil)	297.9	-
Eurobonds - due 29 April 2033, 5.625% (principal £350.0m, 2025: £350.0m)	346.0	345.7
Eurobonds - due 23 January 2034, 5.8753% (principal £248.0m, 2025: £248.0m)	216.5	220.7
Eurobonds - due 28 October 2034, 6.375% (principal £400.0m, 2025: £400.0m)	392.8	392.2
Eurobonds - due 02 October 2037, 5.5% (principal £300.0m, 2025: £300.0m)	292.4	293.1
Eurobonds - due 23 January 2042, 5.125% (principal £360.0m, 2025: £360.0m)	344.8	344.2
Eurobonds - due 4 April 2045, 6.875% (principal £90.0m, 2025: £nil)	89.1	-
Index linked Eurobonds - due 15 July 2036, 2.033% (principal £320.9m, 2025: £305.9m)	320.9	305.9
Index linked Eurobonds - due 05 April 2039, 2.49% (principal £106.0m, 2025: £102.5m)	106.0	102.5
Index linked Eurobonds - due 30 January 2041, 1.6274% (principal £126.9m, 2025: £121.0m)	126.9	121.0
Index linked Eurobonds - due 16 July 2049, 1.7118% (principal £210.2m, 2025: £200.5m)	210.2	200.5
Index linked Eurobonds - due 16 July 2053, 1.7484% (principal £210.2m, 2025: £200.5m)	210.2	200.5
Index linked Private Placement - due 29 October 2039, 0.242% (principal £129.1m, 2025: £125.2m)	129.1	125.2
US Private Placement (USPP) - due 14 April 2036, 2.59% (principal £125.0m, 2025: £125.0m)	124.9	124.9
	4,635.4	4,488.6
Less current instalments due on bank loans and on demand overdrafts (principal £355.6m, 2025: £375.1m)	(355.6)	(375.1)
	4,279.8	4,113.5

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts as detailed in note 24.

18. INTEREST BEARING LOANS AND BORROWINGS (continued)

The difference between the principal and carrying amounts represent original transaction costs which are unwinding over the life of the loan and the effective interest rate less interest paid.

The Eurobonds – due 23 January 2034 are secured on the income receivable under the Kielder Water transfer scheme for the period to 23 January 2034.

The value of the capital and interest elements of the index linked Eurobonds are linked to movements in the UK RPI (see note 1(p)).

19. LEASES

(a) Lease obligations under IFRS 16

The Group holds leases in respect of land and buildings, and to acquire plant, machinery and motor vehicles.

Land and building rent reviews are triggered by the lessor and typically take place every 3 to 5 years, at which point there may be an increase in rental payments. There are no purchase options or escalation clauses in respect of these leases and the terms of renewal are governed by Landlord and Tenant legislation. There are no restrictions imposed by these lease arrangements. There are no contingent rents, escalation clauses or material renewal or purchase options. The leases impose no restrictions in respect of dividends or raising additional debt. The obligations are as follows:

	31 March 2026 £m	31 March 2025 £m
Maturity analysis:		
Year 1	10.4	8.7
Year 2	9.6	8.3
Year 3	8.5	7.5
Year 4	7.9	6.5
Year 5	7.0	6.0
Onwards	72.3	73.5
Total lease obligations	115.7	110.5
Less unearned interest:		
Year 1	4.1	3.7
Year 2	3.4	3.2
Year 3	3.0	2.8
Year 4	2.7	2.6
Year 5	2.4	2.3
Onwards	21.6	22.8
Unearned interest	37.2	37.4
Total leases	78.5	73.1
Analysed as:		
Non-current	72.2	68.1
Current	6.3	5.0
Total leases	78.5	73.1

Amounts recognised in the statement of cash flows

The statement of cashflows shows the following amounts relating to leases:

	31 March 2026 £m	31 March 2025 £m
Principal elements of lease payments	5.0	4.3
Interest on lease payments	4.2	3.4
Total cash outflow for leases	9.2	7.7

20. PROVISIONS

	£m
At 1 April 2024	4.0
Charged to income statement	2.3
Utilised	(0.2)
At 31 March 2025	6.1
Charged to income statement	0.8
Utilised	(0.5)
At 31 March 2026	6.4
Analysed as:	
At 31 March 2026	
Current	0.6
Non-current	5.8
	6.4
At 31 March 2025	
Current	0.5
Non-current	5.6
	6.1

Provisions include estimated liabilities arising from historical pollution incidents and disputed rent reviews. In each case the timing of settlement is uncertain as a result of backlogs in the legal process due to the pandemic. The value of the provisions for each liability has not been disclosed due to the commercially sensitive nature of these legal matters.

21. GRANTS AND DEFERRED INCOME

	Capital grants and contributions £m	Revenue from contracts £m	Total £m
At 1 April 2024	521.0	0.5	521.5
Additions	37.5	-	37.5
Amortised during the year	(6.5)	(0.3)	(6.8)
At 31 March 2025	552.0	0.2	552.2
Additions	66.0	-	66.0
Amortised during the year	(6.9)	(0.1)	(7.0)
At 31 March 2026	611.1	0.1	611.2

22. FINANCIAL INSTRUMENTS

(a) Group strategy and funding risk

The level of capital expenditure which the Group is obliged to incur is such that it cannot be wholly financed by internally generated sources. As a result, the Group must rely upon raising additional finance on a regular basis, to be principally used to fund the long-term assets required in its regulated business. The Group's strategy is to finance such investment by raising medium to long-term debt, to provide a balance sheet match with long-term assets and to fix a major proportion of interest rates. In order to raise this finance efficiently, the Board's aim is to retain a prudent investment grade credit rating. A reduction in the credit rating would likely restrict future sources of funding and increase the associated cost of new borrowing.

(b) Treasury operations

The main purpose of the Group's treasury function is to assess the Group's ongoing capital requirement and to raise funding on a timely basis, taking advantage of any favourable market opportunities. It also invests any surplus funds the Group may have, based upon its forecast requirements and in accordance with the Group's treasury policy. On occasions, derivatives are used as part of this process but the Group's policies prohibit their use for speculation.

(c) Risks arising from the Group's financial instruments

The main risks arising from the Group's financial instruments are liquidity risk, interest rate risk and foreign currency risk. The Board reviews and agrees policies for managing each of these risks and they are summarised below. All treasury activities are conducted in accordance with these policies.

22. FINANCIAL INSTRUMENTS (continued)

(d) Liquidity risk

As regards day to day liquidity, the Group's policy is to have available committed bank borrowing facilities with a value of no less than £50m and with a bank agreement availability period of no less than three months. At 31 March 2026, the Group had £600m (2025: £375m) of undrawn committed bank facilities (maturing in 2028).

(e) Interest rate risk

The Group finances its operations through a mixture of retained profits and bank borrowings. It borrows at both fixed and variable rates of interest and, accordingly, uses interest rate swaps to generate the desired interest profile and to manage the Group's exposure to interest rate fluctuations. The Group's policy seeks to ensure NWL has an efficient and flexible funding structure in the context of its risk appetite. This considers the relevant risk exposure for its financing while taking into account the regulatory framework and associated allowances for setting the cost of debt. The policy is to have index linked debt form 38% to 50% of the funding structure and floating rate exposures to form 5% to 8% of the capital structure. At 31 March 2026, 24% (2025: 32%) of the Group's borrowings were on an index linked basis, with variable rate borrowings at 2% (2025: 5%). Index linked borrowings are treated as variable rate debt.

The Group is exposed to the SONIA risk-free rate. The exposures arise on derivatives and non-derivative financial liabilities (e.g. borrowings).

(f) Foreign currency risk

The Group incurs supplier payments in foreign currencies through its normal course of business. The Group's policy is that any foreign currency exposure in excess of £100k sterling equivalent of a transactional nature, or £3m sterling equivalent of a translation nature, should be covered immediately on identification. Any exposures are covered through the use of forward foreign exchange contracts.

(g) Market price risk sensitivity

The Group's exposure to market price risk principally comprises interest rate exposures. The Group's policy is to accept a degree of interest rate risk. The following table shows the impact on profit and equity of an increase in the variable cost of borrowing, excluding any balance drawn on our floating rate Revolving Credit Facility. The £50m term loan, signed after the balance sheet date and which was undrawn at the date of these financial statements, carries interest on a floating rate basis. The range is considered reasonable based on the forecast variable rates of borrowing and all other elements being consistent for the next 12 months and highlights this is not material to the Group.

Change in basis points	Decrease/(increase) in profit/equity £m
Year ended 31 March 2026	
+100	2.1
-100	(2.1)
Year ended 31 March 2025	
+100	1.6
-100	(1.6)

(h) Credit risk

There are no significant concentrations of credit risk within the Group. Management's assessment of the maximum credit risk exposure relating to financial assets is represented by their carrying value as at the balance sheet date (see note 22(o)). A significant proportion of the trade debtor balances are with domestic customers who are unlikely to have a published credit rating (see note 15).

(i) Counterparty risk

The treasury strategy, which is approved by the Board, requires that investments are limited to certain money market and treasury instruments, and that the Group's exposure to any single bank, building society or market is controlled, with maximum deposits allowed with any single counterparty. The investment criteria cover credit rating and asset size, including sovereign and political risk. Current market conditions have resulted in closer monitoring of counterparties.

(j) Capital risk

The Group's objective is to maintain a capital structure that supports the delivery of its long-term business plan, investment programme and financial resilience. Capital comprises shareholders' equity, borrowings and available liquidity.

In managing capital, the Group has regard to externally imposed requirements, including financing covenants, credit rating considerations and regulatory expectations relating to financial resilience in respect of NWL. Performance is monitored through measures including gearing, interest cover and liquidity, which are reviewed regularly by management and the Board.

22. FINANCIAL INSTRUMENTS (continued)

(j) Capital risk (continued)

During the year, the Group complied with all covenant requirements and maintained strong liquidity, further details can be found in the financial performance section of the Strategic report. The £400m shareholder equity injection and the conclusion of the CMA redetermination for the 2025–30 period further strengthened the Group's capital position and support the delivery of its AMP8 investment programme.

(k) Contractual maturity of financial liabilities (principal and future interest payments)

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments:

Year ended 31 March 2026

	On demand £m	Less than 3 months £m	3-12 months £m	1-5 years £m	More than 5 years £m	Total £m
Interest bearing loans and borrowings	33.8	8.0	324.7	1,121.9	3,225.5	4,713.9
Derivative financial instruments in hedge relationships	-	-	(0.6)	(4.6)	-	(5.2)
Derivative financial instruments not in hedge relationships	-	-	-	102.9	-	102.9
Trade and other payables	-	185.7	47.8	-	-	233.5
	33.8	193.7	371.9	1,220.2	3,225.5	5,045.1

Year ended 31 March 2025 (restated¹)

	On demand £m	Less than 3 months £m	3-12 months £m	1-5 years £m	More than 5 years £m	Total £m
Interest bearing loans and borrowings	119.5	83.1	178.1	978.6	3,370.2	4,729.5
Derivative financial instruments in hedge relationships	-	1.1	1.0	8.0	-	10.1
Derivative financial instruments not in hedge relationships	-	(1.3)	72.5	17.9	(34.2)	54.9
Trade and other payables	-	161.0	39.3	-	-	200.3
	119.5	243.9	290.9	1,004.5	3,336.0	4,994.8

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts as detailed in note 24.

(l) Maturity profile of financial assets and liabilities (carrying value)

Year ended 31 March 2026

	Within 1 year £m	1-2 years £m	2-3 years £m	3-4 years £m	4-5 years £m	More than 5 years £m	Total £m
Fixed rate:							
Eurobonds	(304.9)	(305.1)	(6.2)	(6.8)	(402.5)	(1,948.4)	(2,973.9)
USPP notes	-	-	-	-	-	(124.9)	(124.9)
Bank loans	(7.2)	(107.2)	(7.2)	(7.1)	(1.8)	-	(130.5)
Leases	(5.3)	(4.7)	(3.9)	(3.4)	(2.6)	(6.8)	(26.7)
Loans receivable	1.9	-	-	10.7	-	16.0	28.6
Fixed rate as at 31 March 2026	(315.5)	(417.0)	(17.3)	(6.6)	(406.9)	(2,064.1)	(3,227.4)
Variable rate:							
Cash and cash equivalents	457.0	-	-	-	-	-	457.0
Short term cash deposits	1.9	-	-	-	-	-	1.9
Financial investments	-	-	-	-	-	11.7	11.7
Eurobonds	-	-	-	-	-	(974.1)	(974.1)
Bank loans	(14.4)	(14.7)	(65.6)	(162.4)	(12.0)	-	(269.1)
Derivatives	-	(97.7)	-	-	-	-	(97.7)
Overdrafts	(33.8)	-	-	-	-	-	(33.8)
Leases	(1.0)	(1.5)	(1.6)	(1.8)	(2.0)	(43.9)	(51.8)
Private Placement	-	-	-	-	-	(129.1)	(129.1)
Variable rate as at 31 March 2026	409.7	(113.9)	(67.2)	(164.2)	(14.0)	(1,135.4)	(1,085.0)
							(4,312.4)

22. FINANCIAL INSTRUMENTS (continued)

(l) Maturity profile of financial assets and liabilities (carrying value) (continued)

Year ended 31 March 2025 (Restated¹)

	Within 1 year £m	1-2 years £m	2-3 years £m	3-4 years £m	4-5 years £m	More than 5 years £m	Total £m
Fixed rate:							
Eurobonds	-	(299.6)	(299.1)	-	-	(1,769.5)	(2,368.2)
USPP notes	-	-	-	-	-	(124.9)	(124.9)
Bank loans	(11.5)	(7.1)	(7.1)	(7.1)	(7.1)	(1.8)	(41.7)
Leases	(4.1)	(3.8)	(3.3)	(2.3)	(1.9)	(5.3)	(20.7)
Loans receivable	-	-	-	-	-	33.3	33.3
Fixed rate as at 31 March 2025	(15.6)	(310.5)	(309.5)	(9.4)	(9.0)	(1,868.2)	(2,522.2)
Variable rate:							
Cash and cash equivalents	206.8	-	-	-	-	-	206.8
Short term cash deposits	1.9	-	-	-	-	-	1.9
Financial investments	-	-	-	-	-	11.7	11.7
Eurobonds	(4.5)	(4.4)	(4.9)	(5.4)	(6.0)	(1,126.0)	(1,151.2)
Bank loans	(239.6)	(10.6)	(110.6)	(10.6)	(156.7)	(29.8)	(557.9)
Indexation on inflation swaps	(76.7)	-	(45.5)	-	-	-	(122.2)
Overdrafts	(119.5)	-	-	-	-	-	(119.5)
Leases	(0.9)	(1.2)	(1.4)	(1.6)	(1.8)	(45.5)	(52.4)
Private Placement	-	-	-	-	-	(125.2)	(125.2)
Variable rate as at 31 March 2025	(232.5)	(16.2)	(162.4)	(17.6)	(164.5)	(1,314.8)	(1,908.0)
							(4,430.2)

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts and classification of short term deposits as detailed in note 24.

The variable rate net borrowings comprise sterling denominated bank borrowings and deposits that bear interest at rates based upon realised SONIA rate (previously LIBOR, see note 22(e)), CPI and RPI.

(m) Currency exposures

At 31 March 2026, after taking into account the effects of forward foreign exchange contracts, with the exception of the impact of translating the net assets of foreign operations into sterling, the Group had no material currency exposures (2025: £nil). At 31 March 2026, the Group held forward foreign exchange contracts with a future transaction value of £1.8m (2025: £2.2m) for the purpose of hedging the foreign currency risk of committed future purchases. At 31 March 2026, the fair value gain/loss on the Company's outstanding foreign exchange contracts was £nil (2025: £0.1m loss).

(n) Borrowing facilities

The Group has various undrawn committed borrowing facilities. The facilities available in respect of which all conditions precedent have been met, are as follows:

	31 March 2026 £m	31 March 2025 £m
Expiring in less than one year	-	375.0
Expiring in more than two years but not more than five years	600.0	-

22. FINANCIAL INSTRUMENTS (continued)

(o) Fair values of financial assets and financial liabilities

A comparison by category of book values, which are all recognised at amortised cost except for interest rate swaps which are recognised at fair value, and fair values of the Group's financial assets and liabilities is set out below:

	Book value		Fair value	
	31 March 2026	Restated ¹ 31 March 2025	31 March 2026	Restated ¹ 31 March 2025
	£m	£m	£m	£m
Financial assets:				
Cash and cash equivalents	457.0	206.8	457.0	206.8
Short term cash deposits	1.9	1.9	1.9	1.9
Financial investments	11.7	11.7	11.7	11.7
Loans receivable	28.6	33.3	28.6	33.3
Derivative assets	5.2	2.8	5.2	2.8
Trade and other receivables	304.6	285.3	304.6	285.3
	809.0	541.8	809.0	541.8
Financial liabilities:				
Overdraft	(33.8)	(119.5)	(33.8)	(119.5)
Bank Loans (principal £399.6m, 2025: £599.6m)	(399.6)	(599.6)	(599.5)	(599.6)
Eurobonds (principal £3,948.0m, 2025: £3,875.6m)	(3,948.0)	(3,519.4)	(3,569.0)	(3,259.7)
Private Placement (principal £254m, 2025: £250.1m)	(254.0)	(250.1)	(254.0)	(250.1)
Finance Leases (principal £78.5m, 2025: £73.1m)	(78.5)	(73.1)	(78.5)	(73.1)
Derivative liabilities	(102.9)	(173.3)	(102.9)	(173.3)
Indexation on inflation swaps (principal £100.0m, 2025: £250.0m)	-	(122.2)	-	(122.2)
Trade and other payables	(290.4)	(310.1)	(290.4)	(310.1)
	(5,107.2)	(5,167.3)	(4,928.1)	(4,907.6)
	(4,298.2)	(4,625.5)	(4,119.1)	(4,365.8)

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts and classification of short term deposits as detailed in note 24.

The fair values of the derivatives and sterling denominated long-term fixed rate and index linked debt with a book value of £3,948.0m (2025: £3,875.6m), have been determined by reference to prices available from the markets on which the instruments involved are traded. All the other fair values shown above have been calculated by discounting cash flows at prevailing interest rates.

In the absence of an openly traded market value for the index linked bonds with a book value of £974.2m (2025: £930.5m), the fair value at the balance sheet date has been calculated by considering the remaining debt maturity, the relevant UK index linked gilt rate and an appropriate credit spread by reference to market evidence for conventional bonds.

The difference between the principal and carrying amounts represent original transaction costs which are unwinding over the life of the loan and the effective interest rate less interest paid.

22. FINANCIAL INSTRUMENTS (continued)

(p) Hedges

Cash flow hedges – currency forward contracts

At 31 March 2026, the Group held the following forward exchange contracts, designated as hedges of expected future purchases for which the Group has firm commitments. The forward currency contracts are being used to hedge the foreign currency risk of the firm commitments. The terms of these contracts are as follows:

Currency bought	Maturity	Exchange rate	Transaction value £m
US Dollars \$2,630,153	01 Apr 2026	1.3450	2.0
US Dollars \$48,359	01 Apr 2026	1.3397	-
US Dollars \$330,698	13 Apr 2026	1.3295	0.2
US Dollars \$801,600	08 May 2026	1.3286	0.6
US Dollars \$36,800	08 May 2026	1.3259	-
US Dollars \$65,882	15 Jun 2026	1.3163	0.1
US Dollars \$54,100	20 Jul 2026	1.3360	-
US Dollars \$46,100	07 Oct 2026	1.3315	-
US Dollars \$68,056	15 Jun 2027	1.3163	0.1
			3.0

At 31 March 2025, the Group held the following forward exchange contracts, designated as hedges of expected future purchases for which the Group has firm commitments. The forward currency contracts are being used to hedge the foreign currency risk of the firm commitments. The terms of these contracts are as follows:

Currency bought	Maturity	Exchange rate	Transaction value £m
US Dollars \$455,478	11 April 25	1.2570	0.5
US Dollars \$305,238	15 April 25	1.3210	0.3
US Dollars \$80,155	15 April 25	1.2830	0.1
US Dollars \$305,238	15 July 25	1.3210	0.3
US Dollars \$80,155	15 July 25	1.2830	0.1
US Dollars \$319,242	15 October 25	1.3210	0.3
US Dollars \$80,155	15 October 25	1.2830	0.1
US Dollars \$207,531	16 April 25	1.2400	0.2
US Dollars \$74,114	22 April 25	1.2440	0.1
US Dollars \$203,611	31 October 25	1.2440	0.2
			2.2

There are no material sources of ineffectiveness affecting the hedge relationships.

Cash flow hedges – interest rate swap

At 31 March 2026 the Group held no interest rate swaps.

At 31 March 2025, the Group held one interest rate swap, designated as a hedge of future interest cash flows, for which the Group has forecast transactions. This swap was used to convert variable rate interest payments to a fixed rate basis. The terms of this swap were as follows:

Notional amount	Start date	Termination date	Fixed rate %
£150.0m	15 October 2015	15 October 2025	2.36

The swap was designated as highly effective.

Inflation swaps

At 31 March 2026 the Group held two inflation swaps which were not designated in a hedge relationship. The first is a hedge of future inflation linked cash flows and was used to convert variable inflation-linked revenues on a contract with the EA, to a fixed income stream. The second is an economical hedge of future interest payments to convert fixed rate interest payments to index linked interest payments.

The inflation-linked revenues are accounted for in the consolidated income statement on an accruals basis. However, the long-term inflation swap that fixes these variable cash flows is measured at fair value with changes in fair value recognised in the income statement. The changes in the fair value reflects the change in the present value of the future cash flows which incorporates future expectations of inflation over the full term of the swap.

22. FINANCIAL INSTRUMENTS (continued)

(p) Hedges (continued) Inflation swaps (continued)

Notional amount	Cash flow	Start date	Termination date	Index linked rate %
£2.9m	£1.0 million	12 May 2004	9 January 2034	2.56
£100.0m	n/a	22 June 2017	22 June 2027	(1.10)

As at 31 March 2025, the Group held three inflation swaps which were not designated in a hedge relationship. The first is a hedge of future inflation linked cash flows and was used to convert variable inflation-linked revenues on a contract with the EA, to a fixed income stream. The second and third swaps are economical hedges of future interest payments to convert fixed rate interest payments to index linked interest payments.

Notional amount	Cash flow	Start date	Termination date	Index linked rate %
£2.9m	£1.0 million	12 May 2004	9 January 2034	2.56
£150.0m	n/a	15 October 2015	15 October 2025	(0.42)
£100.0m	n/a	22 June 2017	22 June 2027	(1.10)

(q) Fair value hierarchy

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

- level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities;
- level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly; and
- level 3: techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

All of the Group's financial instruments are measured at level 2.

Financial instruments measured at fair value

Year ended 31 March 2026

	31 March 2026 £m
Inflation swap	(102.9)
Power forward contracts	5.2
	(97.7)

Financial instruments measured at fair value

Year ended 31 March 2025

	31 March 2025 £m
Interest rate swaps	2.8
Inflation swap	(173.2)
Currency forward contracts	(0.1)
	(170.5)

During the year to 31 March 2026, there were no transfers between level 1 & 2 fair value measurements, and no transfers into and out of level 3 fair value measurements. All other financial assets and liabilities are carried at amortised cost.

The fair values of interest rate swaps are determined by estimating the future cash flows from observable yield curves, which are similarly discounted at a rate which reflects the counterparty credit risk. The fair values of inflation swaps are determined by estimating the future cash flows from observable forward inflation indices, which are discounted at a rate which reflects the counterparty credit risk. The fair values of currency forward contracts are calculated by reference to current forward foreign exchange rates for contracts with similar maturity profiles.

22. FINANCIAL INSTRUMENTS (continued)

(r) Categories of financial assets/(liabilities)

Other financial assets

	31 March 2026	Restated ¹ 31 March 2025
	£m	£m
Short term cash deposits	1.9	1.9
Cash and cash equivalents	457.0	206.8
Financial investments	11.7	11.7
Loans receivable	28.6	33.3
Trade and other receivables	304.6	285.3
	803.8	539.0
Other financial liabilities		
Bank loans	(399.6)	(599.6)
Indexation payable on inflation swaps	(52.0)	(122.2)
Eurobonds	(3,948.0)	(3,519.4)
Private placement	(254.0)	(250.1)
Leases	(78.5)	(73.1)
Overdrafts	(33.8)	(119.5)
Trade and other payables	(290.4)	(310.1)
	(5,056.3)	(4,994.0)

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts and classification of short term deposits as detailed in note 24.

23. AUTHORISED AND ISSUED SHARE CAPITAL

	Number of ordinary shares of 10p each	£
Authorised, issued and fully paid:		
At 31 March 2024 and 31 March 2025	400	40
Issue of shares	400	40
At 31 March 2026	800	80

On 31 March 2026, the Company's shareholders made an equity contribution of £400 million, subscribed in proportion to their existing shareholdings. The contribution was affected through the issuance of 400 new ordinary shares of 10p each, resulting in an increase of £40 to share capital and £399,999,960 to the share premium account.

24. PRIOR YEAR ADJUSTMENT

During the year, the Group identified two presentation errors in the prior year financial statements relating to the presentation of cash and overdrafts and the classification of short-term deposits. Both adjustments are presentation only and have no impact on total assets, liabilities, equity, profit or net cash flows.

1. Presentation of Cash and Overdrafts (IAS 32)

In the prior year, cash and overdraft balances relating to the Group's notional cash pooling arrangements were presented on a net basis in the consolidated balance sheet. As period end balances are not settled on a net basis, the criteria for offsetting under IAS 32 were not met. The comparatives have been restated to present cash and overdrafts on a gross basis.

In the balance sheet as at 31 March 2025, overdraft balances of £71.5m have been reclassified from cash and cash equivalents to current interest-bearing loans and borrowings.

In the cash flow as at 31 March 2025, movements in overdraft borrowings of £17.4m have been reclassified from cash and cash equivalents to financing activities. In the additional cash flow information, as at 1 April 2024, the opening balance of £54.1m has been reclassified from cash and cash equivalents to overdrafts.

2. Classification of £65.0m Short-Term Deposits (IAS 7)

The Group held £65.0m of short-term deposits with original maturities of less than three months, which met the definition of cash equivalents under IAS 7. The presentation of these deposits was not applied consistently across the financial statements, resulting in the balance sheet and the related financial instruments note not reflecting them as cash equivalents. The comparatives have therefore been restated to present these deposits consistently as cash equivalents in both the consolidated balance sheet and the financial instruments disclosures.

24. PRIOR YEAR ADJUSTMENT (continued)

Impact of Restatements

These adjustments affect only the presentation of items within the consolidated balance sheet, cash flow statement and related notes. There is no impact on total liquidity, net debt, profit or net assets.

	Note	31 March 2025	Change	Restated 31 March 2025	31 March 2024	Change	Restated 31 March 2024
		£m	£m	£m	£m	£m	£m
Balance sheet:							
<i>Non-current assets</i>							
Cash and cash equivalents	16	70.3	136.5	206.8	37.1	54.1	91.2
Short term deposits	16	66.9	(65.0)	1.9			
<i>Current liabilities</i>							
Interest bearing loans and borrowings	18	(308.6)	(71.5)	(380.1)	(163.1)	(54.1)	(217.2)
Cash flow statement:							
Net movements in overdraft		17.4	17.4	34.8			
Cash and cash equivalents at start of year		37.1	54.1	91.2			
Cash and cash equivalents at end of year		135.3	71.5	206.8			

25. ADDITIONAL CASH FLOW

Analysis of net debt as at 31 March 2026

	As at 1 April 2025	Financing cash flows	Interest expense	Interest paid	Right of use additions	In respect of disposals	Other non- cash movements	As at 31 March 2026
	£m	£m					£m	£m
Cash and cash equivalents	206.8	250.2	-	-	-	-	-	457.0
Overdrafts	(119.5)	85.7	-	-	-	-	-	(33.8)
Loans receivable	33.3	(4.3)	-	-	-	-	(0.4)	28.6
Short term cash deposits	1.9	-	-	-	-	-	-	1.9
Financial investments	11.7	-	-	-	-	-	-	11.7
Loans	(4,369.1)	(183.2)	-	-	-	-	(49.3)	(4,601.6)
Indexation on inflation swaps	(122.2)	82.7	-	-	-	-	(12.5)	(52.0)
Leases	(73.1)	5.0	(4.2)	4.2	(10.4)	-	-	(78.5)
	(4,430.2)	236.1	(4.2)	4.2	(10.4)	-	(62.2)	(4,266.7)

Analysis of net debt as at 31 March 2025

	As at 1 April 2024	Financing cash flows	Interest expense	Interest paid	Right of use additions	In respect of disposals	Other non- cash movements	Restated ¹ As at 31 March 2025
	£m	£m					£m	£m
Cash and cash equivalents	91.2	122.9	-	-	-	(7.3)	-	206.8
Overdrafts	(84.7)	(34.8)	-	-	-	-	-	(119.5)
Loans receivable	43.0	(7.7)	-	-	-	-	(2.0)	33.3
Short term cash deposits	1.9	-	-	-	-	-	-	1.9
Financial investments	11.6	0.1	-	-	-	-	-	11.7
Loans	(3,942.8)	(386.7)	-	-	-	-	(39.6)	(4,369.1)
Indexation on inflation swaps	(111.2)	-	-	-	-	-	(11.0)	(122.2)
Leases	(67.8)	(3.2)	(3.4)	3.4	(2.1)	-	-	(73.1)
	(4,058.8)	(309.4)	(3.4)	3.4	(2.1)	(7.3)	(52.6)	(4,430.2)

1. Prior year balances have been restated to reflect the presentation of cash and overdrafts and classification of short term deposits as detailed in note 24.

The difference between the principal and carrying amounts represent original transaction costs which are unwinding over the life of the loan and the effective interest rate less interest paid.

26. FINANCIAL COMMITMENTS

	31 March 2026 £m	31 March 2025 £m
Contractual commitments for the acquisition of property, plant and equipment and intangible assets	132.7	146.8
Commitments in respect of wastewater undertakings	2.7	11.1
(a) Capital commitments	135.4	157.9

- (b) In addition to existing contractual commitments, the Group has provided future capital investment undertakings to Ofwat in respect of its wastewater investigation. In addition to these commitments, the Group has longer term expenditure plans, which include investment to meet shortfalls in performance and condition, and to provide for new demand and growth within the water and sewerage business.
- (c) The Group has entered into performance bonds and guarantees in the normal course of business. No liability is expected to arise (2025: £nil).
- (d) In 2018/19, NWL signed a power purchase agreement (PPA) with Ørsted, to purchase renewable energy from an offshore wind farm which will meet around 25% of its energy demand. The agreement is for a 10 year term at a fixed commodity price, increasing annually by CPI. The Group has concluded that the 'own use exception' applies, meaning that the PPA contract is not within the scope of IFRS 9 and therefore no further disclosures are necessary.

27. PENSIONS AND OTHER POST-RETIREMENT BENEFITS

The Group operates a defined benefit pension scheme, Northumbrian Water Pension Scheme (NWPS or the Scheme). Following a consultation process with members it was closed to future accrual of benefits with effect from 31 May 2022, with members being enrolled in the LifeSight defined contribution scheme.

The Group also operated another defined benefit pension scheme, the AquaGib Limited Pension Plan (AGPP) through its previous subsidiary AquaGib Limited. The Group sold its interest in AquaGib Limited on 19 December 2024. Prior year figures stated below include AGPP up to the point of disposal.

The assets of the Scheme are held separately from those of the Group in independently administered funds.

The most recent actuarial valuation of the Scheme was at 31 December 2022. At that date, the value of assets amounted to £799.2m and the liabilities were £980.7m, resulting in a deficit of £181.5m and a funding level of 81.5%.

In October 2023, the Company and Trustee entered an ABF arrangement. This arrangement provides greater security to the pension scheme allowing the pension actuarial deficit to be repaid over a longer time period of 15 years. The principal asset of the ABF is a £545m loan note from Northumbrian Water Company 1 Scottish Limited Partnership to NWL. The repayments of this loan note underpin payments of £7.5m pa to the NWPS for deficit recovery and expenses, effective from November 2023 and increasing annually by RPI inflation. These payments will continue to October 2038 with the expectation that the deficit will be removed by this date. There will be an annual review of the pension scheme and if this reports an actuarial surplus then payments to NWPS will be paused, restarting if the scheme returns to a deficit position.

The following text and disclosures below refer to the NWPS, unless otherwise stated.

Employers' contributions (including associated company contributions) of £7.8m were paid in the year to 31 March 2026, of which £6.3m related to deficit reduction and £1.5m to Scheme expenses. For the year to 31 March 2027, employers' contributions are projected to be £6.6m in respect of deficit reduction and £1.6m in respect of Scheme expenses.

The Group participates in the LifeSight master trust, a defined contribution pension arrangement for non-associated employers. There were 3,857 active members in defined contribution pension arrangements at 31 March 2026 (2025: 3,522), including employees enrolled following the closure of the Scheme.

Prior to the closure of the NWPS, members chose to contribute either 3%, 4% or 5% of salary, with employers contributing at either 6%, 7% or 8% depending on the member contribution rate. Following the closure of the NWPS, the defined contribution scheme was revised with the employee contribution rates of 3%, 4% or 5% being matched by employer contribution rates of 6%, 8% or 10% respectively. In addition, as a transitional arrangement until 31 March 2025, former members of the NWPS who contributed 5% received an employer contribution of 12%. With effect from 1 April 2025, the highest rate of employer contribution is 11% for all employees contributing 5%.

The contributions paid to defined contribution pension arrangements by the Group in the year totalled £27.5m (2025: £22.7m) which includes £11.7m (2025: £9.2m) of salary sacrifice contributions.

27. PENSIONS AND OTHER POST-RETIREMENT BENEFITS (continued)

The additional disclosures regarding the NWPS defined benefit scheme as required under IAS 19 Employee benefits and the relevant impact on the financial statements are set out below. A qualified actuary, using revised assumptions that are consistent with the requirements of IAS 19, has updated the actuarial valuations described above as at 31 March 2026. Investments have been valued, for this purpose, at fair value.

	31 March 2026	31 March 2025
RPI inflation	3.30%	3.15%
CPI inflation	3.05%	2.85%
Pension increases linked to RPI	3.30%	3.15%
Pension increases linked to CPI	3.05%	2.85%
Discount rate	6.10%	5.75%
Mortality assumptions ¹	VitaCurves	VitaCurves
- Life expectancy for a member aged 65 – female (years)	24.1	23.9
- Life expectancy for a member aged 65 – male (years)	21.7	21.3

1. Bespoke “VitaCurves” reflecting scheme characteristics. CMI 2025 (2025: CMI 2023) series of longevity improvement factors with a long-term rate of improvement of 1.25% p.a.

The fair value of the assets and the present value of the liabilities in the NWPS scheme at the balance sheet date were:

	31 March 2026			31 March 2025		
	Quoted £m	Unquoted £m	Total £m	Quoted £m	Unquoted £m	Total £m
Equities	102.7	11.5	114.2	80.7	20.7	101.4
Corporate bonds	137.9	-	137.9	120.5	-	120.5
Diversified growth	-	18.0	18.0	-	27.0	27.0
Government bonds	223.2	65.9	289.1	293.7	(18.2)	275.5
Property	-	3.4	3.4	-	5.7	5.7
Cash	22.1	13.2	35.3	51.3	6.7	58.0
Other	4.8	81.0	85.8	6.5	94.9	101.4
Total fair value of assets	490.7	193.0	683.7	552.7	136.8	689.5
Present value of liabilities			(702.9)			(715.8)
Deficit			(19.2)			(26.3)
Deficit disclosed in non-current liabilities			(19.2)			(26.3)
Net deficit			(19.2)			(26.3)

The discount rate at 31 March 2026 has been set by applying the WPS AA-rated Corporate Bond Curve to a set of cash-flows that broadly replicate those of the Scheme in order to produce the single equivalent discount rate.

The amounts recognised in the income statement and in the statement of comprehensive income, in respect of the NWPS and the AGPP, are analysed as follows:

	31 March 2026 £m	31 March 2025 £m
Recognised in the income statement:		
Current service cost	-	0.3
Administration costs	1.5	0.7
Past service credit	-	(8.5)
Recognised in operating costs in arriving at profit before interest	1.5	(7.5)
Net interest cost on plan obligations	1.4	0.2
Recognised in finance costs	1.4	0.2
Recognised in the statement of comprehensive income:		
Changes in demographic assumptions	(8.6)	(2.4)
Changes in financial assumptions	18.6	74.5
Return on assets (excluding amounts included in finance costs)	(1.9)	(99.4)
Other actuarial gains and losses	(5.9)	2.6
Net actuarial losses	2.2	(24.7)

27. PENSIONS AND OTHER POST-RETIREMENT BENEFITS (continued)

The Level Pension Option provides members with the opportunity to take a higher starting pension between normal retirement age and their state pension age, in exchange for a lower pension for the remainder of their lives.

Changes in the present value of the defined benefit pension obligations for the NWPS and the AGPP are analysed as follows:

	31 March 2026 £m	31 March 2025 £m
At 1 April	715.8	822.7
Current service cost	-	0.3
Past service cost/scheme amendments	-	(8.5)
Interest cost on plan obligations	39.8	39.2
Benefits paid	(48.6)	(46.7)
Remeasurement:		
Changes in demographic assumptions	8.6	2.4
Changes in financial assumptions	(18.6)	(74.5)
Other actuarial gains and losses	5.9	(2.6)
Disposal of subsidiary	-	(16.5)
At 31 March	702.9	715.8
Present value of funded defined benefit obligations	702.9	715.8

Changes in the fair value of plan assets for the NWPS and the AGPP are analysed as follows:

	31 March 2026 £m	31 March 2025 £m
At 1 April	689.5	817.2
Interest income on Scheme assets	38.4	39.0
Contributions by employer	7.8	7.9
Scheme expenses	(1.5)	(0.7)
Benefits paid	(48.6)	(46.7)
Disposal of subsidiary	-	(27.8)
Remeasurement:		
Return on assets (excluding amounts included in finance costs)	(1.9)	(99.4)
At 31 March	683.7	689.5

Nature of benefits, regulatory framework and other entity's responsibilities for governance of the Scheme

The Scheme is a registered defined benefit scheme subject to the UK regulatory framework for pensions, including the scheme specific funding requirements. The Scheme is operated under trust and as such, the Trustee of the Scheme is responsible for operating the Scheme and they have a statutory responsibility to act in accordance with the Scheme's Trust Deed and Rules, in the best interest of the beneficiaries of the Scheme, and UK legislation (including Trust law). The Scheme is closed to future accrual of benefits. If the Scheme has a funding shortfall at a triennial actuarial valuation, then the Trustee and Company would work together to agree a set of contributions to meet this shortfall over a reasonable period.

Risks to which the Scheme exposes the Group

The nature of the Scheme exposes NWL, as the principal employer, to the risk of paying unanticipated additional contributions to the Scheme in times of adverse experience. The most financially significant risks are likely to be:

- members living for longer than expected;
- higher than expected actual inflation;
- lower than expected investment returns; and
- the risk that movements in the value of the Scheme's liabilities are not met by corresponding movements in the value of the Scheme's assets.

The sensitivity analysis disclosed is intended to provide an indication of the impact on the value of the Scheme's liabilities of the risks highlighted. Approximate adjustments are made to the defined benefit obligation, reflecting the mean term of the liability. There has been no change in methodology in the year.

Policy for recognising gains and losses

The Group recognises actuarial gains and losses immediately, through the re-measurement of the net defined benefit liability.

27. PENSIONS AND OTHER POST-RETIREMENT BENEFITS (continued)

Asset-liability matching strategies used by the Scheme or the Company

The Trustee's current investment strategy having consulted with NWL is to invest the majority of the Scheme's assets in a mix of equities and bonds, in order to strike a balance between:

- maximising the returns on the Scheme's assets; and
- minimising the risks associated with the lower than expected returns on the Scheme's assets.

The Trustee is required to regularly review their investment strategy in light of the term and nature of the Scheme's liabilities.

Description of funding arrangements and funding policy that affect future contributions

The main risk to the Group is that additional contributions are required if the investment returns are not sufficient to pay for the benefits (which will be mainly influenced by inflation and the longevity of members). The level of corporate bond and equity returns will be a key factor in the overall investment return. The investment portfolio is also subject to a range of other risks typical of the assets held, in particular credit risk on bonds and exposure to the property market.

Methods and assumptions used in preparing the sensitivity analyses

The sensitivities disclosed were calculated using methods taking into account the duration of the Scheme's liabilities. Assumptions were provided by the Group.

Sensitivity to key assumptions

IAS 1 Presentation of Financial Statements requires disclosure of the sensitivity of the results to the methods and assumptions used.

The costs of a pension arrangement require estimates regarding future experience. The financial assumptions used for IAS 19 reporting are the responsibility of the Directors of the Company. These assumptions reflect market conditions at the balance sheet date. Changes in market conditions which result in changes in the net discount rate (essentially the difference between the discount rate and the assumed rates of increases of salaries, deferred pension revaluation or pensions in payment), can have a significant effect on the value of the liabilities reported.

Change in assumptions compared with actuarial assumptions for the NWPS:

	Increase in liabilities on 31 March 2026 £m	Increase in liabilities on 31 March 2025 £m
0.25% decrease in discount rate	19.9	20.7
1 year increase in life expectancy	18.5	26.7
0.25% increase in inflation	13.4	13.5

Maturity profile of the NWPS defined benefit obligation

Year ended 31 March 2026

	Number of members	Liability split %	Duration years
Deferred members	1,645	38	18
Pensioners	3,276	62	8
Total/weighted average duration	4,921	100	12

Year ended 31 March 2025

	Number of members	Liability split %	Duration years
Deferred members	1,645	38	18
Pensioners	3,276	62	8
Total/weighted average duration	4,921	100	12

27. PENSIONS AND OTHER POST-RETIREMENT BENEFITS (continued)

Guaranteed minimum pension (GMP) equalisation

A High Court ruling in October 2018 confirmed that pension scheme benefits should be equalised between men and women for inequalities caused by GMPs earned between 1990 and 1997. A supplementary ruling in November 2020 confirmed that Trustees should consider past transfer values paid to leavers and potentially pay top-ups to the receiving scheme if transfers did not reflect equalised benefits.

We understand that an allowance has previously been made for GMP equalisation, including an allowance for unequalised transfer values, and so no further cost is reflected in the income statement.

Virgin Media Limited v NTL Pension Trustees II Limited

The Company are aware of the ongoing Virgin Media Limited v NTL Pension Trustees II Limited case, including the draft legislation published in September. Many defined benefit pension schemes in the UK that were contracted out of the additional state pension between April 1997 and April 2016, including the NWPS, could be impacted by this judgment. We understand an initial analysis has been carried out and this has identified a small number of deeds that will require further investigation. Given the ongoing uncertainty around the case and the need for more clarity, this further investigation has not yet been carried out but the case will continue to be monitored.

WPS section

Court proceedings have recently concluded in relation to certain rules of the WPS section of the Scheme and how it is determined whether, in a year where RPI exceeds 5%, the increases for members in the WPS section should be capped at 5% or paid in line with RPI (uncapped). The Company had been engaging with the Trustee as to the correct interpretation of the WPS increases provisions and it had been agreed between the Company and the Trustee that this point should be put to Court in Part 8 proceedings. Where the Scheme is in deficit on a technical provisions basis, as is the case now, the way in which the Rules should operate is not clear, and the Court was asked to confirm this. The Court's judgment is awaited.

28. SPECIAL PURPOSE ENTITIES

As noted under accounting policy 1(b), in accordance with IFRS 10 Consolidated Financial Statements and IFRS 12 Disclosure of Interests in Other Entities, the financial statements of two companies are consolidated as special purpose entities. The principal special purpose entity is Bakethin Holdings Limited, the shares in which are owned by Bakethin Charitable Trust. The other special purpose entity is Bakethin Finance Plc, which is a wholly-owned subsidiary of Bakethin Holdings Limited.

Bakethin Finance Plc was established for the purpose of issuing guaranteed secured Eurobonds. On 12 May 2004, Bakethin Finance Plc issued £248m of guaranteed secured bonds maturing January 2034. Bakethin Finance Plc used the proceeds of the bond issue to make a loan to Reiver Finance Limited (a wholly owned subsidiary of NWL) to fund the consideration given by that company to NWL for the securitisation of the cash flows receivable from the EA under the Water Resources Operating Agreement relating to the Kielder Water transfer scheme. The assignment is for a period of 30 years.

The summarised combined financial statements of the special purpose entities are as follows:

	31 March 2026 £m	31 March 2025 £m
Income statement:		
Finance costs receivable	13.7	19.6
Finance costs payable	(13.7)	(19.6)
Profit for the year	-	-
Balance sheet:		
Investments	213.3	217.9
Non-current assets	51.1	51.4
Current assets	7.1	6.5
Non-current liabilities	(264.3)	(269.2)
Current liabilities	(4.7)	(4.1)
Net assets	2.5	2.5

29. RELATED PARTIES

During the year, the Group entered into transactions, in the ordinary course of business, with other related parties. Transactions entered into and trading balances outstanding at the balance sheet date between the Group and its associates, joint ventures and companies within the CKHH group, are as follows:

Trading transactions

	Recharges to related party £m	Recharges from related party £m	Amounts owed by related party £m	Amounts owed to related party £m
Related party:				
Year ended 31 March 2026				
Northern Gas Networks Limited	0.1	-	-	-
UK Power Networks (Operations) Limited	-	(0.1)	-	-
Year ended 31 March 2025				
Northern Gas Networks Limited	0.2	-	-	-
UK Power Networks (Operations) Limited	-	(0.1)	-	-
Jointly controlled entities:				
Year ended 31 March 2026	151.2	20.0	27.5	23.3
Year ended 31 March 2025	134.4	20.3	31.1	18.2

Sales to jointly controlled entities include £149.0m (2025: £132.4m) in respect of non-household wholesale charges, £0.7m (2025: £0.1m) in respect of rent receivables and £1.5m (2025: £1.9m) in respect of the provision of guarantees and interest.

Purchases from jointly controlled entities include £9.5m (2025: £7.5m) in respect of capital purchases under leases, £1.1m (2025: £8.6m) in respect of costs payable under leases and £9.4m (2025: £4.2m) in respect of other purchases.

Outstanding balances due to related parties in respect of interest is payable semi-annually in arrears.

For jointly controlled entities, outstanding balances due from related parties are expected to be settled within 60 days and amounts due to related parties are in respect of leasing and loan arrangements, wholesale charges and the provision of guarantees, where the amounts owed will relate specifically to the terms of the respective agreements. Payments for tax losses are based on the tax rate in force for the period.

Amounts owed by jointly controlled entities includes £10.7m loan at a fixed rate of 5.5% due 31 August 2027, or such other date as mutually agreed between the parties; a £2.0m loan at a variable rate of 2.75% plus the twelve month April SONIA rate plus a credit spread of 0.4644% with no fixed repayment date and a £1.9m working capital facility at a variable rate of 2.75% plus the six month April/September SONIA rate plus a credit spread of 0.2766%, which is long-term in nature, due 30 September 2026.

Remuneration of key management personnel

Key management personnel comprise all Directors of the Group and the Executive Directors of NWL. The remuneration of the key management personnel is included within the amounts disclosed below.

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Short term employee benefits	0.7	1.1
Post employment benefits	0.1	0.1
Other long-term employee benefits	0.3	0.2
	1.1	1.4

30. CONTINGENT LIABILITY

Wastewater Investigations

In November 2021, NWL was contacted by the EA and Ofwat in relation to measures to ensure permitted 'Flow to Full Treatment' requirements are being achieved at our wastewater treatment works.

Ofwat's investigation has now concluded, with NWL agreeing certain undertakings.

The EA investigation is ongoing, however it is uncertain as to whether or not any formal action will be taken which could result in a financial liability. Therefore, at this time, the directors are unable to reliably estimate the financial effect nor have certainty over the timing of the resolution of this investigation.

Competition Appeal Tribunal claim

NWL and its parent company, NWG, received a collective proceedings claim in the Competition Appeal Tribunal (CAT) for aggregate damages up to £225m including interest. The claim, on behalf of a class comprising household wastewater customers of NWL on an optout basis, alleged that customers had been overcharged for sewerage services as a result of an alleged abuse of a dominant position. Similar claims were made against five other wastewater companies. Following a certification hearing, on 7 March 2025, the Tribunal rejected the collective proceedings order application on the basis that the claim was excluded under s.18(8) WIA91 which precludes these claims for abuse of dominance.

On 20 May 2025, the CAT refused to grant the PCR's application which had sought permission to appeal the CAT's judgment in relation to the certification of the Collective Proceedings. However, the Court of Appeal subsequently granted that permission, and the corresponding hearing took place on 11 and 12 February 2026. The resulting judgment was issued on 5 March 2026 and dismissed, by majority ruling, the PCR's appeal, thereby upholding the CAT's refusal to grant certification of the Collective Proceedings. The PCR subsequently filed an application seeking permission to appeal the Court of Appeal's judgment to the Supreme Court for which permission was granted by order dated 29 June 2026.

NWL considers the claim to be speculative and without merit and will continue to defend it robustly.

31. ULTIMATE PARENT COMPANY AND CONTROLLING PARTY

At the balance sheet date, the Company had no immediate or ultimate controlling party.

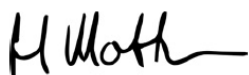
COMPANY BALANCE SHEET

As at 31 March 2026

	Notes	31 March 2026 £m	31 March 2025 £m
Non-current assets			
Investments in subsidiary undertakings	3	2,881.0	2,481.0
Investments in joint ventures	4	10.8	7.4
Loan receivables	5	33.3	39.5
		2,925.1	2,527.9
Current assets			
Trade and other receivables	6	3.5	51.5
Loan receivables	5	1.9	-
		5.4	51.5
Total assets		2,930.5	2,579.4
Current liabilities			
Trade and other payables	7	(27.6)	(77.6)
Total assets less current liabilities		2,902.9	2,501.8
Non-current liabilities			
Borrowings	8	(124.9)	(124.9)
Total liabilities		(152.5)	(202.5)
Net assets		2,778.0	2,376.9
Equity			
Called up share capital	9	-	-
Other reserve		51.9	51.9
Share premium account		2,003.1	1,603.1
Retained earnings		723.0	721.9
Equity attributable to owners of the Company		2,778.0	2,376.9

The profit dealt with in the financial statements of the parent Company is £45.4m (2025: £38.9m).

Approved by the Board of Directors and authorised for issue on 24 July 2026 and signed on its behalf by:



H Mottram

Chief Executive Officer

Registered number 04760441

COMPANY STATEMENT OF CHANGES IN EQUITY

For the year ended 31 March 2026

	Called up share capital £m	Other reserve £m	Share premium account £m	Retained earnings £m	Total £m
At 1 April 2024	-	51.9	1,603.1	757.7	2,412.7
Profit for the year and total comprehensive income	-	-	-	38.9	38.9
Dividends paid (see note 2)	-	-	-	(74.7)	(74.7)
At 31 March 2025	-	51.9	1,603.1	721.9	2,376.9
Profit for the year and total comprehensive income	-	-	-	45.4	45.4
Equity injection	-	-	400.0	-	400.0
Dividends paid (see note 2)	-	-	-	(44.3)	(44.3)
At 31 March 2026	-	51.9	2,003.1	723.0	2,778.0

The 'other reserve' represents the Company's reorganisation of its ordinary share capital on 8 March 2013, which the Directors consider to be distributable.

NOTES TO THE COMPANY FINANCIAL STATEMENTS

For the year ended 31 March 2026

1. ACCOUNTING POLICIES

(a) Basis of accounting

The Company meets the definition of a qualifying entity under FRS 100 issued by the Financial Reporting Council. Accordingly, these financial statements were prepared in accordance with FRS 101 'Reduced Disclosure Framework' as issued by the Financial Reporting Council.

As permitted by FRS 100, the Company has taken advantage of the disclosure exemptions available under that standard in relation to presentation of a cash flow statement, financial instruments, standards not yet effective and remuneration of key management personnel. As permitted by s408 of the Companies Act 2006, no profit and loss account has been presented for the parent Company.

Where relevant, equivalent disclosures have been given in the group accounts of NWG.

The financial statements have been prepared under the historical cost convention for the parent Company only. The Company is a private company, limited by shares and is registered, incorporated and domiciled in England and Wales.

The principal accounting policies adopted are set out below.

The financial statements have been prepared on a going concern basis which assumes that the Company will have adequate funding to meet its liabilities as they fall due in the foreseeable future. As at 31 March 2026, the Company had net current liabilities of £22.2m (2025: £26.1m). The Company forms part of a cash pool arrangement with the wider group, providing further access to cash and the ability to go further overdrawn should it be required. In addition to this NWG holds a BBB credit rating with Fitch and so the Directors are confident the Company could raise debt on the external market if it were required to do so. The Directors have also reviewed the Company's cash flow requirements and other factors as described in the going concern statement on page 26 of the Directors' report and believe it is appropriate to prepare the financial statements on a going concern basis.

(b) Investments

Investments are stated at their purchase cost, less any provision for impairment.

(c) Loan receivables

Loan receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, do not qualify as trading assets and have not been designated as either fair value through the income statement or available for sale. Gains and losses are recognised in income when the investments are de-recognised or impaired, as well as through the amortisation process.

(d) Interest bearing loans and borrowings

All loans and borrowings are initially stated at the amount of the net proceeds, being fair value of the consideration received net of issue costs associated with the borrowing. Finance costs (including issue costs) are taken to the income statement over the term of the debt at a constant rate on the balance sheet carrying amount. The carrying amount is increased by the finance charges amortised and reduced by payments made in respect of the accounting period.

(e) Employees

Excluding the Directors, there are no employees of the Company (2025: nil).

1. ACCOUNTING POLICIES (continued)

(f) Taxation

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the balance sheet date

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised based on tax laws and rates that have been enacted or substantively enacted at the balance sheet date.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

Current tax and deferred tax for the year

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

(g) Significant accounting judgements and key sources of estimation uncertainty

There are no significant accounting judgements or estimates.

2. DIVIDENDS PAID AND PROPOSED

	Year to 31 March 2026 £m	Year to 31 March 2025 £m
Equity dividends declared and paid on ordinary shares during the year:		
Ordinary shares:		
Final dividend paid for the year ended 31 March 2025: £nil per share (year ended 31 March 2024: £93,375 per share)	-	37.4
Interim dividend for the year ended 31 March 2026: £55,375 per share (2025: £93,375 per share)	44.3	37.3
Dividends paid	44.3	74.7
Final proposed dividend for the year ended 31 March 2026: £66,813 per share (2025: £nil per share)	53.5	-

3. INVESTMENTS IN SUBSIDIARY UNDERTAKINGS

	£m
At 31 March 2025	2,481.0
Investment in subsidiary	400.0
At 31 March 2026	2,881.0

On 31 March 2026, the Company made an equity contribution of £400 million to its direct subsidiary NWL through the subscription of 400 new ordinary shares of £1 each.

For details of the investments in subsidiary undertakings please see note 13 to the consolidated financial statements.

4. INVESTMENTS IN JOINT VENTURES

	£m
At 1 April 2025	7.4
Share of profit after tax	3.4
At 31 March 2026	10.8

5. LOAN RECEIVABLES

	31 March 2026 £m	31 March 2025 £m
Non-current assets		
Amounts owed by subsidiary undertakings	20.6	20.6
Amounts owed by joint venture	12.7	18.9
	33.3	39.5
Current assets		
Amounts owed by joint venture	1.9	-
	1.9	-
Total	35.2	39.5

Amounts owed by subsidiary undertakings includes a non-current balance of £20.6m in respect of the transfer of certain subsidiaries as part of an internal restructuring in 2016. There is no current expectation that this will be settled in the near future. Amounts owed by joint venture includes £10.7m loan due 31 August 2027 or such other date as mutually agreed between the parties; a £2.0m loan with no fixed repayment date and a £1.9m working capital facility, which was long-term in nature, due 30 September 2026.

6. TRADE AND OTHER RECEIVABLES

	31 March 2026 £m	31 March 2025 £m
Amounts owed by subsidiary undertakings	2.6	50.4
Prepayments and accrued income	0.3	0.1
Other	0.6	1.0
	3.5	51.5

Amounts owed by subsidiary undertakings include cash borrowings of £nil (2025: £40.0m) and trading balances of £2.6m (2025: £10.4m). These balances are expected to be settled within the next 12 months.

7. TRADE AND OTHER PAYABLES

	31 March 2026 £m	31 March 2025 £m
Amounts owed to subsidiary undertakings	4.6	4.2
Interest payable	1.5	1.5
Overdrafts	20.8	71.5
Accruals and deferred income	0.7	0.4
	27.6	77.6

Amounts owed to subsidiary undertakings include amounts payable for the provisional surrender of tax losses to the Company amounting to £1.4m (2025: £0.1m), the remaining amount reflects cross-charging trading, which are expected to be settled within 30 days of the invoice date.

8. BORROWINGS

	31 March 2026 £m	31 March 2025 £m
Loans	124.9	124.9
	124.9	124.9

	31 March 2026 £m	31 March 2025 £m
Loans are repayable as follows:		
Repayable after more than five years	124.9	124.9

Loans represent a US Private Placement which was re-financed in April 2021 for a tenor of 15 years at a fixed rate of 2.59%.

9. AUTHORISED AND ISSUED SHARE CAPITAL

	Number of ordinary shares of 10p each	£
Authorised, issued and fully paid:		
At 31 March 2024 and 31 March 2025	400	40
Issue of shares	400	40
At 31 March 2026	800	80

On 31 March 2026, the Company's shareholders made an equity contribution of £400 million, subscribed in proportion to their existing shareholdings. The contribution was affected through the issuance of 400 new ordinary shares of 10p each, resulting in an increase of £40 to share capital and £399,999,960 to the share premium account.

10. COMMITMENTS

(a) The Company has issued a letter of continuing support to a subsidiary company with net liabilities amounting to £5.5m (2025: £5.4m). This subsidiary company is expected to meet their working capital requirements from operating cash flows.

(b) The Company is guarantor to the European Investment Bank in respect of borrowings by NWL. The loan principal outstanding at 31 March 2026 amounted to £201.5m (2025: £374.9m).

(c) The Company is party to a cross-guarantee arrangement with other Group companies in respect of bank facilities. Overdrafts outstanding at 31 March 2026 in respect of the arrangement amounted to £6.3m (2025: £6.9m). The Directors do not expect any loss to arise as a result of this arrangement.

11. ULTIMATE PARENT COMPANY AND CONTROLLING PARTY

At the balance sheet date, the Company had no immediate or ultimate controlling party.